

Iowa Library Trustee's Handbook

2003

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Iowa Library Trustee's Handbook

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Introduction

The *Iowa Library Trustee's Handbook* was published in 1995 and again in 1998. The demand for the handbook and developments since 1998 created the need to publish this edition.

The 2003 handbook has been updated throughout and a number of improvements requested by trustees have been made. For example, in Chapter 6, a chart comparing the duties and responsibilities of the library board and the library director has been added. Also in Chapter 6, there is more detail about evaluating the library director including a sample evaluation form. In Chapter 9, a chart compares the budget roles of the library director, board and city. Selected web sites on a variety of topics have been added as well.

Virginia Young, in *The Library Trustee*,¹ states, "Trusteeship by definition is the agency of a person (or persons) designated to act as governor or protector over property belonging to another. Since a public library belongs to its entire community, library boards have been created by law to act as citizen control or governing body of the library. Library trustees accordingly are public officials and servants of the public, and the powers delegated to library boards are a public trust."

The purpose of the *Iowa Library Trustee's Handbook* remains.....to give trustees a basic understanding of their responsibilities and power. It contains useful, practical information about developing policy, the board/director relationship, funding, intellectual freedom, library laws and many other topics.

Library trustees are now and will continue to be confronted by both daunting problems and exciting possibilities. How trustees respond will determine the future of library services to the people of Iowa.

¹Young, Virginia, *The Library Trustee: A Practical Guide*, American Library Association, Chicago, 1995: 10

Chapter 1: Take Time to Learn the Job

It is distinctly an honor to be on the board of an Iowa public library. Board members set the direction for a very important municipal service. You will govern the expenditure of thousands of dollars and be responsible for many more thousands of dollars of library assets. When you accepted the position, you also accepted the responsibility to expend time and effort to learn, and then to do the job. The community has entrusted you with this responsibility. Your peers have said they believe you have the skills to govern the library and they trust you to do that. You are therefore referred to as a trustee.

What a privilege it is to sit in a seat so powerful that you make decisions that affect the lives of so many people who use the library now and many more who will benefit from a good library far into the future.

However, being a library board member is not all honor and privilege. Sometimes you will have to look hard to find the rewards for your efforts. Becoming a good trustee is an acquired skill that must be learned, honed to a sharp edge and regularly updated.

You have two major challenges facing you as a board member: The first is to govern the library. Among other things, you will plan and monitor finance and services, and evaluate the progress of the library. The second major task is equally important. You must become a part of the board team and keep it functioning at optimum level. If you and the other board members don't do a good job of building and maintaining your skills of teamwork and good board membership, you won't be able to accomplish the first task—governing the library.

The intent of this manual is to help you with both tasks.

As you gain experience on the board, you will continue to learn facts, statistics, history, procedures and a thousand other things. But first things first:

- ' Get to know the other people who serve on the board with you—not just their names, but who they are. What are their interests and concerns? What motivates them to serve on the library board? Team building begins by knowing your teammates.
- ' Get to know the director, the other part of the board team. There must be a very high level of trust between those who govern the library and the person they have chosen to manage the library. Board members and the director form the board team.
- ' Recognize that this job deserves your very best effort. Although you are a volunteer, the governance of the library demands the best job you can do. It will require time and effort on your part.
- ' Continue to learn. Ongoing development activities should be part of the plan for every board and every board member. Attend state and national library conferences, take part in board development workshops, read pertinent literature about library services and governance of the library.

Find out where to go for answers to your questions. Your best defense against being totally lost in the early stage of your term as a board member is to know the people and resources that will give you quick answers to tough questions. The director and other board members are the best sources for learning about the library. This manual is designed to be a guide to the basics of good board membership and will answer many of your questions.

You will continue to learn about the library and how it works for as long as you remain on the board. But some information is needed from the beginning. Here are a few questions that should be answered in board member orientation:

1. What is the written mission statement of the library?
2. What are the goals of the library?
3. When was the library organized and what is the service area?
4. How many citizens does the library serve?
5. How big is the annual budget?
6. What are the total assets of the library?
7. Does the city own or rent the library facility?
8. What equipment does the library own or rent?
9. Does the library have any debt?
10. Where does the money come from to finance the library?
11. Who has appointed the board members and for what terms of office?
12. Who are the current officers of the board?
13. How are the board officers elected?
14. How long has the present director held his/her position?
15. What training does the director have for managing the library?
16. What is the process used to evaluate the director?
17. How many staff does the library have and what do they do?
18. Are board members reimbursed for expenses and, if so, how?
19. What local/state/national legislative issues could affect the library?

20. Has the library or the board ever been involved in litigation?

21. What major problems does the library currently face?

You can become familiar with how the library works by asking the director or board president for copies of the following documents and for explanations of those you don't understand:

1. a list of board members, their addresses and phone numbers
2. the ordinance establishing the library
3. the board bylaws
4. the written mission statement of the library
5. the library's planning document
6. board member job description
7. board policies
8. annual calendar of major board and library activities
9. the time frame for developing and approving the budget
10. the current budget
11. financial reports for the past year
12. job description for the library director
13. organizational chart
14. annual reports for the last five years
15. minutes of the library board meetings for the past year
16. major contracts the library has with other public or private agencies
17. committees, committee job descriptions and current committee members
18. library brochures or pamphlets
19. any documents that report the history of the library.

Being a Board Member is—a privilege... an honor... hard work... rewarding... fun...and a responsibility.

Chapter 2: The Board Member's Job Description

The library board is responsible for the library and all that happens in it.

That may be a strong statement, but it is both a legal and practical way of looking at the job you accepted as board member. Even though the board delegates the actual day-to-day operation of the library to professional, paid staff, the board never gives up ultimate bottom-line responsibility for the success or failure of the library. To manage that responsibility, the board has five major tasks:

- ' advocate for the library in the community and advocate for the community as a member of the library board
- ' plan for the future of the library
- ' monitor and evaluate the overall effectiveness of the library
- ' set policies
- ' hire and evaluate the director.

Advocate

To be a library advocate is simply to work for the betterment of libraries--or more importantly, for the betterment of library services for citizens. The results can be spectacular--and the rewards great. As a trustee, you are in a unique position to be a library advocate and to place your library in high regard by members of your local community. Because you serve as a volunteer leader of the library, you qualify as a good advocate for the organization. Volunteer board members' motivation is service to the community. Board members are also community leaders and influential in the community, prime qualities for an advocate.

Advocacy is a primary role of a library trustee because you have statutory responsibility for your library's governance and a moral responsibility to better its services. In cementing the relationship between the local community and its public library, you are in a unique position to promote and advance the cause of libraries. Your board is privy to the knowledge of how your library works and what it has to offer. You can truly represent the library when working with citizens, the media and local community groups.

One of the main responsibilities of the library board is to obtain adequate financing for the library. Seeing that the library has the financial support it needs has been a hallmark of library trusteeship and is the kind of advocacy with which trustees are most familiar. Trustees also have a role in other types of advocacy, such as in the legislative process or in working with the media.

As a trustee, you must have a deep personal commitment to your library and the services it provides. You must have a sense of what the community needs the library to be in the future, and you must be willing to work to help move it forward to that point. The trustee with a deep personal commitment to the library is well on the way toward being a good advocate.

As a trustee, you will come to appreciate the concept of libraries as an integral part of our society. Indeed, our entire educational process depends, to a great extent, on the quality of information services. Libraries are not only part of our present society, they are a part of our history which has helped move society forward. They are the hope for an informed future. They serve the societal good. When you advocate better public library services, you advocate bettering the quality of life for Americans today and in the future.

As an advocate for libraries, you must be willing to go out into your community on behalf of the library. All communities served by public libraries consist not only of library users to whom the trustee must respond, but also of citizens who pay taxes to support the library but do not use it. You must recognize the entire community and be prepared to work with groups as well as individuals. This means not just waiting for an invitation, but aggressively pursuing opportunities to meet with and speak before community groups such as the League of Women Voters, Kiwanis, school parent-teacher groups, and--yes--political party organizations. Everyone must be made aware of the important role the library plays in your community.

As an advocate, you are expected to know enough about your library to be able to respond to queries and to articulate just what the library has to offer. This requires attendance and participation in regular board activities. You must have a clear idea of how your library fits into the overall library picture and how you can obtain resources needed by your library.

Advocates appreciate the different roles and responsibilities of librarians and trustees and do everything possible to work together meaningfully to develop and promote a comprehensive library program. The lines are clear-cut within the operations of the library, but less so when trustees and library staff go out into the community. For example, at a city council meeting it is appropriate for you as a trustee to present and support the library's programs and budget, and for the librarian to be there to answer technical questions regarding services. The more a trustee understands this critical difference in roles, the better advocate he or she will be.

A successful advocate can bring new users into the library, new revenues into the library, and increased awareness of library services. Legislators have been known to come to their public library with a new perspective after speaking to a trustee advocate. Remember, the reason you were appointed to the library board was because you were seen as being able to help improve the library's services. The people to whom you speak may be so enthused that they will write a bequest to the library in their wills, ask their corporation officer to consider a corporate donation to the library, or speak to state or federal legislators on behalf of the library.

Your advocacy for the library will take several different forms, including establishing a relationship with the mayor, city council, and county board of supervisors; communicating to the taxpayers the needs and plans of the library; and carrying out public relations activities for the library.

Your advocacy efforts will generally be part of a planned board effort. The board must speak with one voice. You, as an individual board member, can speak about the board's official position on issues. You can also promote the interests of the library at any time.

Finally, as a trustee advocate, you will be a defender of intellectual freedom, an individual's right to information. That includes, but is not limited to, firm support of the American Library

Association's Freedom To Read Statement and Library Bill of Rights. (Both documents are included in the Appendix.)

Capable, professional staff bring certain skills to the library, particularly in the area of quality materials selection. Once the board has established a policy within which the staff is to function, and appropriate library materials are purchased which respond to community needs, the trustee as advocate must recognize an inviolable responsibility to permit citizens access to those materials. One of the most frequent questions asked of library trustee advocates (usually in open forum) is whether a particular book or other item should be in the library's collection. The response must be unequivocal in defense of the community's intellectual freedom. You must explain that the role of the library is to make available balanced representation (when available) of all sides of a given issue. (See Chapter 4 for more information on intellectual freedom.)

Plan

The board needs to make time for the important task of planning for the future of the library. Planning is not a frill, but one of the most important trusts that the community gives to the library board.

Planning, in an age when dramatic change in libraries comes almost faster than we can comprehend, seems like an exercise in futility. But the very fact that change is so rapid is even more reason that every library must have a plan to cope with rapid change and the effects it can have on the library.

Failure to plan is planning to fail. Board members must be visionaries for the library. While they should plan as far ahead as possible, with the rate of change, three-year plans are becoming common.

The board is generally recognized as the responsible party for planning and the director is responsible for developing strategies to accomplish the goals set by the board. But all planning for the library is a team effort of the board, director and staff.

The plan serves as a reference point to determine if the library is moving ahead, standing still or falling behind. Always be aware of the mission and goals of the library so that you can measure progress. The decisions you make as part of the board team will determine progress or lack of progress. See Chapter 7 for a more complete discussion of the planning process.

Monitor and Evaluate

The very term "trustee" indicates what the community expects from you. The community puts its trust in you to make sure the library is operating the way it should. It's your job to keep an eye on the progress of the library for the community.

Of course, you can't watch every detail and every activity that takes place in the library, because that would be a full-time job. Board members monitor and evaluate "bottom-line" results. For example, you cannot and should not be in the library every day monitoring the kind

of service provided by library staff. But the board can survey the community to find out the overall satisfaction of those who use the library. That's bottom-line evidence of the work staff is doing.

Finance is one of the most difficult items you will have to monitor and evaluate, but it doesn't have to be an overwhelming task. Begin your monitoring with careful attention to the budget. The budget is the board's financial plan for the library and deserves your attention. The budget will be prepared by the director and staff and presented to the board for approval. When the budget is presented, board members must ask whatever questions necessary to gain a reasonable understanding of this financial plan—basically, where the money is coming from and where it will be spent.

Monthly financial reports to the board are the windows used to monitor how well the director and staff are following the financial plan the board approved when they voted on the budget. If you don't understand the reports, ask the director for an explanation. Remember, you don't have to know everything about the finances, just enough to feel comfortable that the money is coming in and going out according to your budget plan.

Financial reports will cover both the revenue side and the expense side of the budget. On the expense side, you should understand what was budgeted, what has been expended to this point, the variance between the spending plan and what is actually being spent, and the reasons for the variances. The same is true for the revenue side. How much money did you anticipate at this point? What has actually come in? What's the variance? Why is there a variance?

New board members should insist on a good orientation about library finance and how to monitor financial status. Ask questions about finance. If the budget is not clear to you, ask questions. If the financial report is not clear to you, ask questions. If the audit report is not clear to you, ask questions. See Chapter 9 for a more complete discussion of library finance.

Set Policies

The board must first establish broad but clear policies about what the library will do and how it will be done. Policy is a carefully designed, broadly stated, written guideline for actions and decisions of the library. It is a governing principle formally adopted by the board.

The board begins with the mission statement and writes policies that outline parameters of how the library will operate to accomplish its mission. Then the board observes, interprets, evaluates and supports those policies. The board also modifies existing policies and creates new policies as needed to keep the library running well. The board's role in developing library policies is explained further in Chapter 5.

Hire and Evaluate the Director

One of the major responsibilities of the library board is hiring a library director. Standard hiring procedures and methods to evaluate the director are outlined in Chapter 6.

Chapter 3: Code of Ethics

As a board member of a public library, you are a public servant. The public expects that your conduct will always be above question and for the public good, not for your own interest or another special interest. The Association for Library Trustees and Advocates (ALTA) and Public Library Association (PLA) have adopted an ethics statement.

Ethics Statement for Public Library Trustees

- Trustees, in the capacity of trust upon them, shall observe ethical standards with absolute truth, integrity and honor.
- Trustees must avoid situations in which personal interests might be served or financial benefits gained at the expense of library users, colleagues or the institution.
- It is incumbent on any trustee to disqualify himself or herself immediately whenever the appearance of a conflict of interest exists.
- Trustees must distinguish clearly in their actions and statements between their personal philosophy and attitudes and those of the institution, acknowledging the formal position of the Board even if they personally disagree.
- A trustee must respect the confidential nature of library business while being aware of and in compliance with applicable laws governing freedom of information.
- Trustees must be prepared to support to the fullest the efforts of librarians in resisting censorship of library materials by groups or individuals.
- Trustees who accept library Board responsibilities are expected to perform all of the functions of library trustees.

Adopted by the Board of Directors of ALTA and the Board of Directors of PLA, July 1985. Amended by the ALTA Board of Directors July, 1988; amendment approved by the the PLA Board of Directors in January, 1989.

The following is another possible code of ethical conduct your board could adopt.

As a member of the library board, I will:

1. listen carefully to other board members
2. respect the opinion of other board members
3. support the decisions of the board
4. recognize that all authority is vested in the board when it meets in legal session and not with individual board members

5. be well-informed of developments that are relevant to issues that may come before the board
6. participate actively in board meetings and actions
7. call to the attention of the board any issues that may have an effect on the library
8. attempt to interpret the needs of the community to the library and interpret the action of the library to the community
9. represent the whole community to the library and not a particular area or group
10. refer complaints about the library to the proper level in the chain of command
11. recognize that the board member's job is to ensure that the library is well-managed, not to manage the library
12. vote to hire the best possible person to manage the library
13. ensure that the library is well maintained, financially secure, growing and always operating in the best interests of the community
14. work to learn more about the board member's job and how to do the job better
15. declare any personal conflicts of interest and avoid voting on issues that appear to be conflicts of interest.

As a member of the library board I will:

1. not be critical, in or outside of the board meeting, of fellow board members or their opinions
2. not use any part of the library for my personal advantage or the personal advantage of my friends or relatives
3. not discuss the confidential proceedings of the board outside the board meeting
4. not promise prior to a meeting how I will vote on any issue in the meeting
5. not interfere with the duties of the director or undermine the director's authority.

The Board Self Evaluation

Successful board teams pay attention to the process of how they operate. Just as they evaluate the progress of their library, they must also assess the operation of the board team and determine how they can do the job better.

It's up to the library board to hold itself accountable for good performance. To do that correctly, your board should take time every year to formally evaluate board performance. The purpose of the evaluation is not to find fault with board members or the full board, but to examine strengths and weaknesses. The formal self-evaluation should be followed with a plan to improve board performance.

Does our board prepare to do its job by...

- | | | |
|-----|----|---|
| Yes | No | 1. conducting a thorough orientation for all new board members? |
| Yes | No | 2. integrating new members into the team as quickly as possible? |
| Yes | No | 3. participating in continuing education? |
| Yes | No | 4. providing regular board development activities for all board members? |
| Yes | No | 5. performing an annual self-evaluation of board operations? |
| Yes | No | 6. providing all board members with copies of the mission statement, bylaws, ordinance, plan, library laws, and all other important documents of the library? |
| Yes | No | 7. touring all facilities at least once a year? |

Does our board ensure good meetings by...

- | | | |
|-----|----|---|
| Yes | No | 1. limiting most meetings to two hours or less? |
| Yes | No | 2. providing a comfortable meeting room conducive to business? |
| Yes | No | 3. convening and adjourning on time? |
| Yes | No | 4. having the board chairperson lead the meetings? |
| Yes | No | 5. sticking to the prepared agenda? |
| Yes | No | 6. ensuring the board has enough information to make decisions? |
| Yes | No | 7. working for consensus rather than fighting for a majority? |
| Yes | No | 8. discussing issues cordially, avoiding personal attack? |
| Yes | No | 9. following a businesslike system of parliamentary rules? |
| Yes | No | 10. including the director as a resource for all deliberations? |
| Yes | No | 11. confining all discussion to policy issues and avoiding management issues? |

Yes No 12. allowing/encouraging all board members to participate in discussion and not letting one or two persons dominate?

Do individual board members...

Yes No 1. attend at least 90% of all board meetings and committee meetings to which they're assigned?

Yes No 2. come to meetings prepared?

Yes No 3. come to meetings on time?

Yes No 4. feel free to express even dissenting viewpoints?

Yes No 5. leave meetings with a feeling of accomplishment?

Yes No 6. see themselves as part of a team effort?

Yes No 7. act as advocates for the library?

Yes No 8. know their responsibility as board members of the library?

Yes No 9. attempt to exercise authority only during official meetings of the board?

Yes No 10. represent the broad interest of the library and all constituents, not special interests?

Yes No 11. understand that the most efficient way to govern is to delegate management to the director?

Does our board plan for the future of the library by...

Yes No 1. annually reviewing and approving the mission statement?

Yes No 2. annually reviewing yearly objectives/work plan?

Yes No 3. annually reviewing progress toward the long-range plan and modifying the long-range plan?

Yes No 4. having board committees work and produce results?

Yes No 5. operating from opportunity to opportunity rather than crisis to crisis?

In which of the major categories above does our board show real strengths? In which of the major categories above does our board need improvement?

Chapter 4: Intellectual Freedom and the Library Board

Understanding Intellectual Freedom

The American Library Association defines intellectual freedom as *“the right of every individual to both seek and receive information from all points of view without restriction. It provides for free access to all expressions of ideas through which any and all sides of a question, cause or movement may be explored.”* Put another way, intellectual freedom is the right to have access to information, the right of every individual to make personal choices about what information he or she wants and in what form.

The Library Bill of Rights and the Freedom to Read located in the Appendix will help you become more familiar with intellectual freedom, a concept which is basic to public library service. And intellectual freedom includes more than books. As examples, see the Freedom to View, <http://www.ala.org/alaorg/oif/freedomtoview.html> and Access to Electronic Information, Services, and Networks <http://www.ala.org/alaorg/oif/electacc.html>. In addition, confidentiality of library records is guaranteed by Iowa law, ensuring the library user of privacy.

It is the duty of the Board of Trustees to protect and defend intellectual freedom. Always bear in mind that the role of a public library in a democratic society is to ensure free and open access to information and materials for all as guaranteed by the First Amendment of the Constitution of the United States.

Be Prepared

The selection of library materials is a process strongly related to intellectual freedom. To be prepared to meet challenges to intellectual freedom, every local library board should have in place a written “Collection Development Policy” adopted by the Board of Trustees. This policy should be developed by the library board and director. For help in drafting a collection development policy, the board should have the library director contact the Library Service Area or the State Library.

The library is a selector, not a censor. A selector believes in the individual’s right to examine and evaluate materials and make personal choices about them; a censor believes in examining, evaluating and choosing materials for others. The collection development policy should clearly support the right of all members of the community to have access to a wide range of materials, even if that includes items which some people might find objectionable.

The library staff and board of trustees must be aware of the contents of the collection development policy. If there is a challenge to library materials, the library staff and board members must speak with one voice. A basic understanding of the library’s collection development policy will aid in this unity.

Two important elements that should be included in a collection development policy are:

- ' selection criteria for all types of resources (print, audiovisual, electronic) policy on
- ' reconsideration of materials

When a censorship attempt occurs, the trustees and staff should keep in mind the following principle:

**DON'T DEFEND THE MATERIAL...
DEFEND THE RIGHT TO READ.**

To be prepared, the following steps are recommended for every public library:

- ' Develop a written Collection Development Policy adopted by the board
- ' Review and adopt the American Library Association's Library Bill of Rights and Freedom to Read statements
- ' Develop a clearly outlined method for handling complaints and establish responsibility for administrative authority. Complaints should be made in writing and signed.
- ' Provide in-service training for trustees and staff on what to do if a challenge occurs.
- ' Become aware of local, municipal and state legislation relevant to censorship.

If your library is faced with a challenge to materials, trustees should:

- ' Review the library's Collection Development Policy and the American Library Association's Bill of Rights and Freedom to Read Statement
- ' Defend the selection policy which tries to satisfy many tastes and interests
- ' Be sensitive
- ' React in a responsible manner
- ' Take into consideration the rights of the whole community.

A current issue in the area of intellectual freedom is access to information via the Internet. The Library Bill of Rights and the First Amendment apply to the provision of information in the library including the World Wide Web, an unregulated medium. In court cases up to this writing, public library restrictions on Internet have been ruled unconstitutional because communication to adults was restricted to that which was suitable for children.

Assistance with Intellectual Freedom Issues

Contact the following for help with intellectual freedom issues:

- ' The American Library Association's Office for Intellectual Freedom website is an excellent resource on these issues, <http://www.ala.org/oif.html>
- ' The Iowa Library Association provides information on intellectual freedom and support in dealing with censorship challenges. Contact the chair of the Intellectual Freedom Committee. The name of the current chair and contact information can be found on ILA's website, <http://www.iowalibraryassociation.org/>
- ' Library Service Areas, <http://www.ilsa.lib.ia.us/>
- ' State Library of Iowa, <http://www.silo.lib.ia.us/>

Chapter 5: The Board Develops Policy

To do your board member job well, you must understand policy because that's where you'll be spending much of your time—making policies, wrestling with policy issues, interpreting policies, monitoring policy effectiveness, enforcing policy, setting direction for the library through policies, protecting yourself and the library through a good set of policies. A good set of written board policies:

- ' informs everyone of board intent, goals, and aspirations
- ' prevents confusion among board members, staff and the public
- ' serves as the basis for the rules and regulations governing the library's operation
- ' promotes consistency of board action
- ' eliminates the need for instant (crisis) policymaking
- ' improves communication with the public
- ' clarifies board member, director and staff roles
- ' gives the director a clear direction from the board

Policy is a carefully designed, broadly stated, written guideline for actions and decisions of the library. It is a governing principle formally adopted by the board.

Policies flow from a mission statement. A clear purpose and stated goals for the library are necessary to establish policy. A library's policies should be consistent with its mission. For example, if part of your library's mission is to support the formal education of K-12 students, then the library's collection development policy, hours open and services should support that mission.

Using the general guidelines of board policies, the director and staff will write rules and regulations for operation of the library. For example, your library board may develop a policy for adding a DVD collection for public lending. The director and staff would then write procedures for purchasing materials for the collection, lending rules for the collection and various other regulations necessary to maintain and manage the collection.

A board should "develop" policy and not just "write" policy. Good policy grows out of a process of studying the issues and needs, gathering facts, deliberating the issues, writing the policy and reviewing the policy annually.

Let's look at policy development step by step.

1) **Identify the need.** Unfortunately, many library policies are a direct result of a problem or even a crisis rather than a result of careful planning and foresight.

When a delegation of "concerned citizens" appears at your board meeting demanding that you eliminate your collection of videos, it's very easy to identify the need for a policy on collection development and another policy to cover citizen conduct at board meetings.

A better way to identify need for particular policies is to anticipate problems and write policies

before the problems occur. Although it is helpful to review other library policy manuals, each library needs to develop its own policies. Ask the Library Service Areas and the State Library for help.

2) **Gather the facts.** Most policies will grow out of recommendations from the library director. Your director is in touch with trends, problems and issues that demand policy statements from the board. Depending on the nature of the policy, you may want to seek legal counsel.

3) **Deliberate the issue.** Careful deliberation of a proposed board policy should include several considerations. Is the proposed policy...

- ' necessary?
- ' consistent with the mission statement?
- ' within the scope of the board authority?
- ' consistent with local, state and federal law?
- ' compatible with other policies?
- ' practical, enforceable and affordable?
- ' broad enough to cover the subject completely?

4) **Write the policy.** The actual wording of the policy is best left to the library director or a task force of board members and the director. The actual policy may come to the board and back to committee for revision several times before it's finished. Making good policy takes time.

5) **Adopt the policy.** Final approval of the written policy is a board responsibility.

6) **Establish a schedule for policy review.** Although policies are written to be durable, they do become out of date. Regular review of board policies can help keep policies current and at the same time keep board members current about board policies.

An all-at-once approach to revision is much too cumbersome for any board. An easier way is to date every policy and revision to the policy and establish a review date. Then, make sure the board or a committee of the board examines each policy on or before that date. That makes it an ongoing process and much less overwhelming.

7) **Place the policies in one manual.** To make board policies usable, they should be collected in one manual. The manual makes the process of learning board policy simpler for new board members and it makes application and interpretation of policies easier. A manual also makes the process of review and update of board policies much easier.

8) **Make the policy manual available to the staff and the public at large.**

All changes in the policy manual must have board approval.

Although each library board should develop its own policies, sometimes it is helpful to review policies from other libraries before getting started. The Small Library Committee of the Wisconsin Association of Public Librarians provides sample policies available at http://www.owls.lib.wi.us/info/3ps/policies/sample_policies.htm

Suggested Content for a Library Policies Manual

What follows is a list of items that could be included in a policy manual.

Administration and Governance

Iowa Code: chapter 392.5, 21 & 22 (open meetings, open records)

- ' Local library ordinance
- ' Board bylaws
- ' Conflict of interest / incompatible offices
- ' Trustee recruitment and orientation
- ' Trustee education
- ' ALA documents
- ' Mission statement
- ' Any planning documents

Personnel

- ' Library director recruitment, hiring, evaluation
- ' Library staff recruitment, hiring, evaluation
- ' Job descriptions
- ' Salary structure / salary scale
- ' Job benefits
- ' Continuing education
- ' Staff on-the-job conduct
- ' Staff dress code
- ' Disciplinary action / grievance procedures
- ' Termination action

Access, Services and Programs

- ' Availability of hours and services
- ' Holiday closings / emergency and weather closings
- ' Borrowing privileges
- ' Fines and fees
- ' Loan periods
- ' Local reference service
- ' Reference back-up service provided by Library Service Area
- ' Children / Young Adult
- ' Adult programming
- ' Meeting room / ICN room use
- ' Bulletin board and display areas
- ' Library Service Areal / State Library programs

Collections, Computers, Technology

- ' Collection management including principles and procedures concerning weeding
- ' Selection, purchasing, collection development including designation of staff responsible

- for collection development, the procedures used to select the materials and criteria used for selection; complaint and reconsideration procedures
- ' Cataloging, maintenance, gifts, and donations including requests for appraisals and disposal of unwanted donations
- ' ALA statements
- ' Public access Internet use
- ' Public access computers (other applications)
- ' In-house AV equipment
- ' Art collections
- ' Circulating equipment

Relationships, Rights, Responsibilities

- ' Internal relations
- ' Board / director, board / staff, director / staff
- ' Friends groups and volunteers
- ' Library foundation
- ' Iowa Library Service Area
- ' State Library
- ' Iowa Library Association (ILA)
- ' American Library Association (ALA)
- ' External relations
- ' Customer service
- ' Marketing & public relations
- ' Library and funding bodies (city, county, etc.)
- ' Patron rights and responsibilities
- ' Patron dress code
- ' Acceptable behavior
- ' Unattended children

Chapter 6: The Library Director's Job on the Board Team

Your job as a library board member is to make sure the library operates well and in the best interest of those the library serves. To do that, the board hires a qualified director to manage the day-to-day operations of the library and works with the director, carefully respecting each other's roles. The board also regularly evaluates the director.

Hiring a Library Director

Hiring a library director is one of the most important duties of the library board. To insure that the most qualified candidate is hired, it is critical that the library board follow standard hiring procedures as outlined below.

Preliminary Assessment

The board must reach consensus on what they want a new director to accomplish. They should decide what qualifications are needed in a director for the library at this point in time.

In order to do this, the board needs to discuss the following questions:

- ' What is the role of the library in the community?
- ' Have community needs changed? Has the library kept pace?
- ' What qualifications are needed in the next director?
- ' What is the reason for the job opening?
- ' Was the previous director dissatisfied? Why?
- ' Was the board dissatisfied with the previous director? Why?

Develop a Time Line

A time line should be established which would detail the following:

1. appointment of search committee
2. review of job description and development of advertisement
3. date that advertisements will appear in newspapers and/or journals
4. deadline for applications
5. time period to review applications and decide on persons to interview
6. time period for interviews
7. time period for board to make decision and offer job to candidate
8. time for candidate to respond
9. anticipated starting date for new director

1) Search Committee

The board as a whole can function as the search committee or a committee of board members, staff and persons from the community can review the applications and recommend candidates for the board to interview. If a search committee is appointed, the duties of the committee and deadlines must be clearly stated.

2. Job Description

The job description should indicate the minimum requirements for education and work experience. The job description should also include any desirable areas of expertise and work experience. Note that a library board may hire a person who does not meet all of the “desirable qualifications,” but should not hire a person with less than the stated “minimum requirements.” For both minimum requirements and desirable qualifications, do not list anything which is not job related. If a job description already exists, it needs to be reviewed to ensure that it meets current requirements, including:

- ' areas of responsibility
- ' specific duties
- ' salary and fringe benefits
- ' period of probation
- ' desirable areas of expertise
- ' minimum qualifications and experience
- ' expectations for successful job performance
- ' physical/environmental requirement of the job

In deciding on the salary range for the director’s position (and other positions in the library), the library board needs to review what persons in city/county government with comparable educational requirements and responsibilities are being paid. Pay for the library director should be comparable to other city/county positions.

While it is a local decision, it is recommended that boards require applicants to be certified, or become certified within two years of hire, under the Iowa Certification Program for Public Librarians provided by the State Library of Iowa. As of July 1, 2001, to receive Direct State Aid, a public library must have a director who is certified or who becomes certified within two years of hire. There are six levels of certification depending upon education and experience:

Level I

- ' High school diploma or General Educational Development (GED)
- ' Completion of Public Library Management 1 and 2

Level II

- ' High school diploma or General Educational Development (GED)
- ' Completion of Public Library Management 1 and 2
- ' Five years of library work experience or 30 semester hours of college credit from an accredited college or university

Level III

- ' High school diploma or General Educational Development (GED)
- ' Completion of Public Library Management 1 and 2
- ' 10 years of library work experience or 60 semester hours of college credit from an accredited college or university

Level IV

- ' Bachelor's degree from an accredited college or university
- ' Completion of Public Library Management 1 and 2

Level V

- ' Bachelor's degree from an accredited college or university
- ' A college credit course in each of these four areas: library administration; selection of all types of library materials; organization of library materials; reference and information services

Level VI

- ' Graduate degree in library or information science from an accredited college or university

The level of required certification is tied to the population of the community:

Population	Required Certification Levels
0 - 2,499	I, II, III, IV, V, VI
2,500 - 4,999	II, III, IV, V, VI
5,000 - 19,999	IV, V, VI
20,000 and above	VI

3. Advertising the position

The job description should be used to write the advertisement. The advertisement may be the only information to which applicants respond, so it should be as comprehensive as possible. Provide a description of the position, required education and experience, and desirable areas of expertise and work experience. Include the salary range and fringe benefits, a brief description of the library and community, where to send applications, and application deadline. Request a resume and professional references.

The job opening should be publicized to as broad an audience as possible. In addition to advertising in a local newspaper, a notice may be placed in the State Library Joblist. (Contact the State Library of Iowa for details.) If the library board is considering hiring a director with a master's degree in Library Science, notify library schools and place ads in professional journals such as *American Libraries* and *Library Journal*. Be aware of publication deadlines in determining your final date for application.

4. Reviewing Applicants

As resumes begin to arrive, each should be marked with the date of arrival (to determine whether it falls within the deadlines) and should be acknowledged in writing by the search committee. Before applications are reviewed, criteria should be developed and used to rank them. It is helpful if a form is developed for use in screening and comparing each applicant's qualifications to the requirements of the position. Some qualifications that could be considered in ranking applicants are:

- ' education
- ' experience in administration of a public library, or management or supervisory experience
- ' ability to express clearly why the person would be an effective director for the library.

References for those candidates whom the search committee is interested in interviewing should be checked. When calling references, agreed-upon questions should be asked with space on the form for search committee members to write down responses. A search committee may want to seek out references other than those listed. Be aware, some entities cannot provide evaluative references, but will only verify such things as dates of employment and last salary earned. A phone interview with the preliminary candidates may be helpful to determine final interviewees.

5. Information for candidates who will be interviewed

Assemble a packet of information which contains the library mission statement; policy manual (including the materials selection policy); goals and objectives; budgets for the last several years; size and description of community; information about employers, shopping, schools, churches, recreation, higher education, and any other information that will inform candidates about the library and community. This packet should be provided to final candidates before the interview so they have time to review the material.

6. Interview

The board should agree on a standard list of questions to be posed to each candidate interviewed, but these should not preclude opportunities for additional questions as conversation dictates. Some areas you may wish to cover in the interview are those pertaining to management and fiscal philosophy, interlibrary cooperation, intellectual freedom and community outreach.

As part of the interview, arrange a tour of the library, a meeting with staff, and an opportunity to familiarize the candidate with the community. Remember, it is illegal to ask certain questions of candidates, such as marital status, age, family plans, etc. Be sure to check to make sure you are handling the interview legally. The city personnel director or an attorney may be of help in this area. It is also recommended that you devise a standard evaluation sheet to note candidate responses and board member impressions.

7. Evaluating candidates who were interviewed

Once all of the finalists have been interviewed, the search committee should discuss and rank the finalists. Some qualifications to consider in ranking candidates are:

- ' attitude of service to the community and enthusiasm for librarianship
- ' philosophy of library service attuned with that of the library's mission statement
- ' ability to explain how his or her experience and talent can be used as director of the library
- ' understanding of the role of trustees
- ' successful record of working with board and community leaders, and supervising staff
- ' willingness to become involved in the community and ability to be comfortable in relations with the public
- ' knowledge of basic principles such as the Freedom to Read Statement and other ALA Intellectual Freedom documents
- ' a reasonable grasp of the library's situation, budget and plans based on materials supplied to the candidate in advance
- ' commitment to continuing education for the director and staff

The board must then decide if one or more of the candidates should be offered the job or if the search is to be reopened. The top candidate should be offered the position by telephone. When a candidate accepts the position, follow up with a letter of agreement indicating date employment begins, salary, fringe benefits, etc. The board may want to consider a formal contract. Notify other candidates immediately after the job offer has been accepted.

Working with the Library Director

After board members carefully hire a qualified director they trust, they delegate all management responsibility to that director. The board's job becomes one of monitoring the director's effectiveness in providing library service to the community.

This system is effective because it has a board of trustees who represent the interests of the community and a qualified director who has the skills to make the library run efficiently within the parameters set by the board. How much does the board do and what are the responsibilities of the library director? That can be a source of conflict between board members and the director. There are several ways to clarify responsibilities:

- ' Look at the relationship with the director as a partnership between the board and the director in providing the best library service to the community.
- ' The board members' duties can be defined loosely as dealing with issues that affect the whole library and its position in the community. The board sets parameters of how the library will operate. Then the director's duty is to carry out the day-to-day functions (procedures) of running the library within the parameters (policies) set by the board.
- ' Open communication prevents confusion and conflict. Board members and the director must feel free to discuss their respective roles.

The director is a valuable resource to the board on all issues and often the leader on many issues that come before the board. The director should sit at the board table during all board meetings and should be encouraged and expected to make well-supported recommendations on all issues that come before the board. The director should be expected to take part in board deliberations to help the board make decisions in the best interests of library service to the community.

The chart on the next page summarizes the library board's and director's duties and responsibilities.

Duties and Responsibilities

Of the Library Board	Of the Library Director
<p>Staff Employ a competent and qualified librarian. Includes recruiting, hiring and annually evaluating the director based upon a well-defined job description and expectations. Adopt personnel policy and set adequate salary scale and fringe benefits for all staff.</p>	<p>Staff Recruit, hire and annually evaluate library staff based upon well-defined job descriptions and expectations. Suggest improvements needed in salaries, working conditions and personnel policy.</p>
<p>Policy Determine and adopt written policies to govern the operation of the library.</p>	<p>Policy Carry out the policies of the library as adopted by the board. Recommend policies to library board.</p>
<p>Planning Determine the direction of the library by studying community needs/interests . See that a plan is developed for meeting needs/interests and see that the plan is carried out.</p>	<p>Planning/Management Suggest and carry out plans for library services. Manage day-to-day operation of library including book selection. Continually refine library services to meet community needs/interests. Report library's current progress and future needs to the board.</p>
<p>Budget Examine preliminary budget developed by the director; make revisions as needed; officially adopt the budget; present library budget to mayor/city council. Review expenditures in accordance with budget, amending line items within the budget if needed.</p>	<p>Budget Prepare and submit to library board a budget request based on present and anticipated needs. Maintain complete and accurate records of finances. Expend funds based on approved budget.</p>
<p>Advocacy Advocate for library through contacts with general public, civic organizations and public officials. Attend city council meetings to keep council informed on library activities. Work to secure adequate funds to carry out the library's services.</p>	<p>Advocacy Advocate for library through contacts with general public, civic organizations and public officials. Attend city council and/or county supervisor meetings. Assist board with report to city. Work to secure adequate funds to carry out the library's services.</p>
<p>Legal Issues Be familiar with the library's ordinance as well as state and federal laws affecting the library.</p>	<p>Legal Issues Be familiar with library ordinance and keeps board informed on laws affecting library.</p>
<p>Continuing Education Participate in continuing education activities and encourages library director to do the same. Provide and/or see that new trustees receive an orientation to the library.</p>	<p>Continuing Education Participate in continuing education activities and professional organizations; encourage continuing education for library staff. Participate in orientation of new trustees.</p>
Communication with the library director	Communication with the library board
<p>Collection Development Adopt collection development policy.</p>	<p>Collection Development Select and order all books and other library materials and resources.</p>
<p>Board Meetings Regularly attend board meetings; conduct affairs of board at regularly scheduled meetings.</p>	<p>Board Meetings Attend board meetings; prepare written progress report; provide information as needed/requested by board.</p>
<p>Board Member Recruitment Recommend qualifications and candidates for board to mayor/city council. Notify city of board vacancies.</p>	<p>Board Member Recruitment Assist in developing qualifications for new trustees.</p>

Although the director is responsible for the management of the library, the board retains ultimate responsibility for everything that happens in the library. Therefore, board members should expect a continuous flow of information from the director to help them in their monitoring and evaluating roles.

It is the right and responsibility of the board to request from the director all information necessary to fulfill the board's governing responsibility. It is the director's obligation to report to the board accurately and completely about how the library is being managed—problems, plans, progress.

The director is responsible to the board as a whole, but not responsible to each board member individually. When delegating to the director, the board must speak with one voice. When giving direction to the director, the board must speak with one voice. When asking for accountability from the director, the board must speak with one voice.

Individual board members, including the board president, have no power to make demands of the director and should avoid trying to exercise power they don't have. This does not rule out individual board members asking the director for clarification about issues facing the board or discussing with the director concerns that individual board members may have. But it does rule out individual board members making demands of the director or giving orders to the director. The director cannot serve many masters and still manage the library efficiently.

Evaluating the Library Director

Just as the library director regularly evaluates the staff, it is the responsibility of the board to regularly evaluate the library director. Trustees evaluate the director all of the time—by what they see in the library, what they hear from the public and what they perceive as the library's reputation in the community. But that informal consideration does not take the place of a formal review of the director's performance. The best way to evaluate and monitor director effectiveness is by providing a good job description for the director and then doing a formal annual evaluation to determine how well the director is meeting the job description and accomplishing library goals.

An annual evaluation:

- ' Provides the director with a clear understanding of the board's expectations
- ' Ensures the director is aware of how well the expectations are being met
- ' Serves as a formal vehicle of communication between the board and director
- ' Identifies the board's actual concerns so that appropriate action can be taken
- ' Creates an opportunity to review and acknowledge the director's accomplishments
- ' Wraps up status reports on annual accomplishments of the library and ensures the continued effectiveness of the director
- ' Demonstrates sound management practices and accountability to municipal officials and the community.

The format and procedure for director evaluation must be worked out by each board, but it is important for each board member to understand what is appropriate and inappropriate for the evaluation. The method used should be agreed upon by the board and director at the

beginning of the evaluation period so it is clear to both the board and director what the basis for the evaluation will be.

Make the evaluation a positive effort to communicate better with the director. Formal evaluation allows the board and the director a system to communicate about how to make the library better. Look as much for what the director does well as for areas that need improvement. The annual evaluation should result in a written document, then the cycle should start again with a decision on what will be the basis of the evaluation for the coming year's performance.

Acknowledge and reward good performance; work with the director to correct inadequate areas of performance. If problems arise with the director's performance during the year, the board should discuss these problems with the director at that time, along with possible solutions. **At the time of the annual evaluation, there should be no surprises.**

Evaluation Criteria

Your community, the library and the board's priorities will determine what factors to consider when evaluating the performance of the director. The following list gives you some points to consider.

Preparing and managing the budget

- ' Is all the necessary preparation work completed in a timely manner prior to presentation to the Board?
- ' Does the budget cover all necessary expenses?
- ' Are funds allocated or reserved for unanticipated contingencies?
- ' Are the funds allocated effectively?
- ' Are major corrections to the budget during the fiscal year avoided?

Managing the staff

- ' Are positive management/staff relations maintained?
- ' Are fair and equitable policies proposed for Board adoption and then fairly administered?
- ' Have grievances been filed? If so, what is their nature?

Professional state-of-the-art awareness

- ' Are innovative methods of service delivery, technical processes, etc., studied thoroughly and implemented if they fit the needs of the library and are proven to be cost effective?
- ' Does the director maintain current knowledge of best library practice?
- ' Is the staff encouraged and assisted in maintaining an awareness of technological advances in the profession?

Collection management

- ' How adequately does the library identify needs and interests in the community and translate these into the library's collection and services?
- ' Have priorities been established to enable the library to respond to a potential budget cut?

Implementation of board decisions

- ' Are board decisions implemented on a timely basis?
- ' Once board decisions have been made, does the director support and not undermine them?

Use of the library

- ' How effectively are the current and new services of the library communicated to the public?
- ' Are circulation trends, program attendance, reference questions, Internet use and other uses of the library analyzed with appropriate action taken?

Staff selection

- ' Is the selection process designed to ensure that the best person for the job is hired?
- ' Is the selection process consistent with legal requirements?

Development of staff

- ' Do staff receive training adequate to perform their jobs?
- ' Are staff encouraged to develop career goals and/or goals for learning new skills ?
- ' Does the director promote staff development and support it with funding?

Use of staff

- ' Have peak service hours been identified and staff assigned accordingly?
- ' Are staff functions analyzed periodically with the objective of combining or eliminating tasks or creating new assignments?
- ' Are staff workloads equitable?
- ' Are job descriptions current?
- ' Does the director conduct regular performance evaluations?

Planning

- ' Does the library have a current plan and does the plan reflect board priorities?
- ' Is the plan updated to reflect changing circumstances?
- ' Are the director's activities and accomplishments consistent with the plan?
- ' Is the plan flexible enough to allow for changing circumstances?
- ' Does the director provide enough information to the board on the implementation of the plan?

Miscellaneous rating factors

- ' Are "hard decisions" made and implemented or are they deferred or ignored?
- ' Does the director display initiative?
- ' Does the director make decisions objectively or do personal biases intrude?
- ' Is the director open with the board about both accomplishments and problems?
- ' Does the director set an example for other staff through professional conduct, high principles, good work habits, etc?

As stated earlier, the format and procedure for director evaluation must be worked out by each board and should be agreed upon by the board and director at the beginning of the evaluation period. On the next page is a sample evaluation form provided to give boards a starting point.

Sample Evaluation Form

Name:	Evaluation Period:
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Responsibilities	Expectations and Goals	Comments

Overall Performance

Comments:	Performance Rating: ____ Exceeds expectations ____ Meets expectations ____ Does not meet expectations
	Employee: ___ Agree ___ Disagree Signature _____ Date _____ Board Signature _____ Date _____

Dismissing the Director

Probably the most painful situation a public library board can face is the dismissal of the library director. Boards that hire carefully, communicate well, nurture positive working relationships, and evaluate effectively should not have to experience this unpleasant task. When all potential solutions have been exhausted and the problems still cannot be resolved, dismissal becomes a last resort.

Directors are usually dismissed only after serious infractions of board policy, violation of the law, or very poor performance coupled with unwillingness or inability to improve. It is important that reasons for dismissal are carefully documented. The board has a responsibility to ensure that personalities and biases are not leading factors in any dismissal decision. The dismissal and/or appeals procedure should be described explicitly in board policy and allow the director a full hearing to discuss specific charges. A board should not begin a dismissal process unless it understands the implications, has consulted with the appropriate local government officials, believe its position is defensible, and has obtained appropriate legal advice from an attorney.

The following seven factors should be considered prior to making a final decision to dismiss a library director:

1. Was there notice to the employee?
2. Was the reason for termination reasonably related to library employment?
3. Was there an investigation and documentation?
4. Was the investigation fair and objective?
5. Was there proof of a violation?
6. Is there equal treatment of other library employees in similar situations?
7. Is termination of the library director an appropriate disciplinary action? In other words, even if the library director has done something wrong, has been given notice, and has not ceased the activity, is termination too harsh a penalty? Or is there some other consequence which would be more reasonable?

Chapter 7: Planning for the Library's Future

Library boards continuously guide, shape, and build library services for their community as they make decisions about money, buildings, programs and staff. The challenge is to make these decisions based on a carefully considered written plan. As you've learned in Chapter 2, planning is one of the five major roles of a library board. A good plan becomes a road map for the library. It assists the board and the director in making decisions that are the best ones for the community being served. It also publicizes the library's priorities and its vision of the future.

Put simply, planning is deciding what is going to happen at the library over the next few years. It is taking charge of the library's future and creating it to be responsive to what the community needs.

Some important reasons for planning are to:

- ' Improve service to library customers
- ' Respond to changes in the community
- ' Reallocate resources to meet the greatest needs
- ' Anticipate opportunities and problems
- ' Provide direction for the library
- ' Make a difference in the community
- ' Enhance the image of the library within the community
- ' Be accountable

Planning involves looking at what is possible and considering a wide range of alternatives. Open-mindedness and creativity are paramount in developing a plan which will direct the most effective use of library resources. Board members must keep in mind the present and future needs of the entire community served by the library. Planning will be most effective when it involves a partnership between the board and director. Obtaining input from the members of the public, as well as from staff, is critical.

Basic Questions to Be Answered in Planning

Planning involves the basic questions below:

- ' What are the needs in the community?
- ' What is the purpose of the library related to community needs?
- ' Where are we now?
- ' Where do we want to go?
- ' How will we get there?
- ' How will we know what we accomplished?

1. What are the needs in the community?

This question makes the point that the first step in library planning is looking outward, not inward. What is your community like? What are the demographic, economic, technological, political, social and cultural factors that may have an impact on library services? What is

important to your community now and in the future? To answer these questions, you will need to gather information about the community and involve stakeholders such as the city, businesses, and cultural, educational, human service and social organizations. This step could include doing a SWOT analysis of the community, i.e., what are the community's strengths, weaknesses, opportunities and threats?

2. What is the purpose of the library related to community needs?

The library mission is a brief statement of the library's purpose related to community needs. What role does the library want to play in the community? What should the library be doing? What shouldn't the library be doing? While somewhat general, the statement should state the library's major areas of emphasis. If you decide to use *The New Planning for Results* as a planning model (see description later in this chapter), the library's service responses would be included in the mission statement.

3. Where are we now?

What is the present state of the library? To answer this question, learn about the major services of the library and how are they being used. Gather information about the library budget; number of staff, size of the collection, etc. How is the community using the library now? Are there areas where use is growing or declining? This step could include doing a SWOT analysis of the library, i.e., what are the library's strengths, weaknesses, opportunities and threats? The library director will be an especially important source of information about the current state of the library.

4. Where do we want to go?

What does the library want to accomplish? Where should the library be in the future? Goals and objectives describe the conditions which must be achieved in order to support the library's mission. Both goals and objectives describe what the library should accomplish, not how it will accomplish those results.

Goals are general, non-measurable descriptions of conditions or accomplishments which will support the library mission. *The New Planning for Results* (described later in this chapter) suggest that goals have three parts: who will be served; what they will receive; and how they will benefit. Goals are generally not time limited and often are not expected to be fully accomplished. Sample goals are:

"The people of Anytown will have the library materials and resources they want and need to fulfill their desire for recreational reading, viewing and listening experiences."

"Business owners in Anytown will have the information they need to run their businesses in an efficient and effective manner."

Objectives are specific, measurable, time-limited descriptions of desired results. Achievement of objectives will be the basis for assessment of success in meeting library goals. One of many possible objectives which would relate to the above goal is:

“During the next fiscal year, increase turnover rate of selected sections of the adult nonfiction collection to 10 circulations per item.”

A planning resource is *In Service to Iowa: Public Library Measures of Quality* published by the State Library of Iowa. This document, developed with input from the public library community, encourages the ongoing development of quality library service in Iowa. Used as a planning tool, it assists libraries in setting goals and objectives based on service standards. Every public library must determine its own identity in its community. *In Service to Iowa* encourages libraries to plan and offer services based on community needs and measure their effectiveness.

5. How will we get there?

Activities are specific steps which will be taken in order to meet stated objectives. The activities state how each objective can be met. For every objective, a number of possible activities should be identified and analyzed. The analysis should include the potential impact of each activity on the objective, the likelihood of success, and the cost and impact on other library activities. At least one activity should be determined for each objective. Then, break the activities into steps and map out the time frame for accomplishing them including who will do what.

As stated earlier, the library director will be integrally involved throughout the planning process. When it is time to identify specific activities, the board's role typically diminishes and the library director's role will increase because of his or her knowledge of day-to-day library operations.

6. How will we know what we accomplished?

During the planning process, the board should determine how the plan's success will be measured. Usually, the written objectives are used as the basis. In addition, the library director will need to determine what data to regularly gather so that information can be provided to the board.

Once there is a completed plan, the planning process shifts to review and evaluation. The board will monitor the plan's progress. Have any goals been accomplished? Are parts of the plan out of date and in need of amendment? Are there new elements that need to be added to the plan? Plans are not set in stone. They are dynamic documents and at times it is necessary to change them. While mission statements are not apt to be changed for a long time, goals, objectives and action statements are likely to be altered in the review process.

Existing plans should be reviewed and updated at least annually. A library should undertake a formal planning process every three to five years which completely reevaluates the library's service to the community and its future.

Action Checklist:

- ' Has the board developed a plan for the library?
- ' Has the board benefitted from the community's and library director's input in the planning process?

- ' Has the plan been evaluated in the last year?
- ' Has the board adopted an effective annual budget which supports the plan?
- ' Is the library budget adequate to implement the plan?

The New Planning for Results

Over the years, there have been a number of planning approaches developed for public libraries with the most recent being *The New Planning for Results: A Streamlined Approach*, by Sandra Nelson for the Public Library Association (PLA) in 2001. This new planning process evolved from *Planning for Results: A Public Library Transformation Process* published by PLA in 1998 and *Planning and Role Setting for Public Libraries*, published by PLA in 1987.

The New Planning for Results was built on three basic assumptions:

1. Excellence must be defined locally—it results when library services match community needs, interests, and priorities.
2. Excellence is possible for both small and large libraries—it rests more on commitment than on unlimited resources.
3. Excellence is a moving target—even when achieved, excellence must be continually maintained.

What is significant about *The New Planning for Results*?

- ' It emphasizes the connection between community needs and library services and the difference the library makes in the community
- ' There is more attention to measuring how well library services are meeting the needs of the people served
- ' It expands and refines the eight public library roles found in *Planning and Role Setting* into 13 service responses.
- ' There is greater emphasis on results. Taxpayers, looking for results, are willing to pay for services that have a positive impact. They will not support those that do not.
- ' It encourages libraries to strive for excellence in a few areas that address real community needs.
- ' It stresses the importance of how the library uses its human and financial resources.
- ' It helps library directors and boards recognize developing trends and what they may mean for the library.

Following are the steps and tasks involved in using *The New Planning for Results* and brief descriptions of the 13 service responses.

**THE NEW PLANNING FOR RESULTS
STEPS AND TASKS**

(By Sandra Nelson - used with permission)

PREPARE: PLANNING TO PLAN

Task 1: Design the Planning Process

Task 2: Prepare Board, Staff, and Committee

Imagine: Identifying Possibilities

Task 3: Determine Community Vision

Task 4: Identify Community Needs

DESIGN: INVENTING THE FUTURE

Task 5: Select Service Responses

Task 6: Write Goals and Objectives

BUILD: ASSEMBLING THE FUTURE

Task 7: Identify Activities

Task 8: Determine Resource Requirements

COMMUNICATE: INFORMING THE STAKEHOLDERS

Task 9: Write the Plan and Obtain Approval

Task 10: Communicate the Plan to Staff and Community

Implement: Moving Into the Future

Task 11: Reallocate Resources

Task 12: Monitor Implementation

The New Planning for Results
Service Responses
(By Sandra Nelson - used with permission)

BASIC LITERACY: A library that offers BASIC LITERACY service addresses the need to read and to perform other essential daily tasks.

BUSINESS & CAREER INFORMATION: A library that offers BUSINESS & CAREER INFORMATION service addresses a need for information related to business, careers, work, entrepreneurship, personal finances, and obtaining employment.

COMMONS: A library that provides a COMMONS environment helps address the need of people to meet and interact with others in their community and to participate in public discourse about community issues.

COMMUNITY REFERRAL: A library that offers COMMUNITY REFERRAL addresses the need for information related to services provided by community agencies and organizations.

CONSUMER INFORMATION: A library that provides CONSUMER INFORMATION service helps to satisfy the need for information that impacts the ability of community residents to make informed consumer decisions and to help them become more self-sufficient.

CULTURAL AWARENESS: A library that offers CULTURAL AWARENESS service helps satisfy the desire of community residents to gain an understanding of their own cultural heritage and the cultural heritage of others.

CURRENT TOPICS & TITLES: A library that provides CURRENT TOPICS & TITLES helps to fulfill community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.

FORMAL LEARNING SUPPORT: A library that offers FORMAL LEARNING SUPPORT helps students who are enrolled in a formal program of education or who are pursuing their education through a program of home-schooling to attain their educational goals.

GENERAL INFORMATION: A library that offers GENERAL INFORMATION helps meet the need for information and answers to questions on a broad array of topics related to work, school, and personal life.

GOVERNMENT INFORMATION: The library that offers GOVERNMENT INFORMATION service helps satisfy the need for information about elected officials and governmental agencies that enable people to participate in the democratic process.

INFORMATION LITERACY: A library that provides INFORMATION LITERACY service helps address the need for skills related to finding, evaluating, and using information effectively.

LIFELONG LEARNING: A library that provides LIFELONG LEARNING service helps address the desire for self-directed personal growth and development opportunities.

LOCAL HISTORY & GENEALOGY: A library that offers LOCAL HISTORY & GENEALOGY service addresses the desire of community residents to know and better understand personal or community heritage.

Chapter 8: The Board/Staff Relationship

Decisions by the board affect working conditions, salaries and benefits and other personnel issues. However, the board's relationship with library staff, other than the director, is not the typical employer / employee relationship. Understanding the nature of the relationship between the board and other staff members will prevent organizational problems and contribute to a smooth running library.

Only one employee reports to the board—the director. The director is responsible for hiring, supervising, evaluating, and, if necessary, disciplining and dismissing staff. The director is accountable to the board for the performance of all staff. Employees need to clearly understand the authority of the library director, who is accountable to whom and who has responsibility for what.

The board hires the director to be the expert in management of the library, including the management of all other personnel.

- ' The board has no direct responsibility for day-to-day supervision of staff other than overseeing the director.
- ' Board members have no authority to issue orders to staff or make demands of staff except through the director.
- ' The board has no direct responsibility for assessing staff performance other than the director's.

Staff members may sometimes go around the director and take concerns and complaints directly to the board or to individual board members. It is the board member's responsibility to remind the staff member about the proper procedure for concerns or complaints. The board does not act on complaints from the staff, except through a grievance procedure outlined in board policy. Concerns or complaints that come directly to board members should be reported to the director for resolution.

As a board member, you should show concern for the well-being of staff. The board should encourage retention of good staff by budgeting for competitive pay and benefits and for training and continuing education. The board should work with the director to recognize and acknowledge good staff performance and say thanks to staff through specific board action .

Examples of when board members may work with staff include:

- ' in committee settings
- ' in the planning process
- ' if staff are requested by the director to make reports at the board meeting
- ' if board members volunteer at the library
- ' library social events

Chapter 9: Library Funding, Finance and Budget

In most Iowa public libraries, the library ordinance gives broad powers to the board of trustees to determine a budget, set salaries for staff and to approve library purchases. Library board members are responsible for obtaining adequate funding for the services and programs provided by the library. The library director is a partner with the library board on financial issues, and is responsible for communicating needs and proposing the budget to the board.

To understand the budgeting process and approve an annual budget for the library, board members must be familiar with their budgetary powers, understand where the money comes from and know how much revenue they can expect to build into the budget each year. A good understanding of revenue sources is important as board members must encourage continued funding from those sources and find new sources when needed.

Budgetary Powers of Iowa Library Trustees

Library trustees have a great deal of power over the library budget. The Iowa model ordinance, the ordinance for the majority of Iowa libraries, provides for budgetary control by the trustees:

Section 6, Powers and Duties, subsection 9: *"to have exclusive control of the expenditures of all funds allocated for library purposes by the council, and all moneys available by gift or otherwise for the erection of library buildings, and of all other moneys belonging to the library including fines and rentals collected, under the rules of the board."* Under this section, the library board has the power to move funds from one line item to another.

The library board usually requests the city to do the financial accounting, write checks for the library's expenditures after authorization by the board and submit monthly reports to the board. All funds must be deposited in the city General Fund in custody of the city. In the majority of library ordinances, the library board retains the authority to approve expenditures.

Subsection 10 of the model ordinance pertains to the board's power to receive gifts: *"To accept gifts of real property, personal property, or mixed property, and devises and bequests, including trust funds; to take the titles of said property in the name of the library; to execute deeds and bills of sale for the conveyance of said property; and to expend the funds received by them from such gifts, for the improvement of the library."*

Section 9, Library Account, states that *"All money appropriated by the council from the General Fund for the operation and maintenance of the library shall be set aside in an account for the library. Expenditures shall be paid for only on orders of the board, signed by its president and secretary."*

Be familiar with the ordinance for your library because this is the law for your library. Trustees should realize these powers and make the fullest use of them. No board should give up the power to approve expenditures or accept gifts; these powers were given to library boards to protect the library from political pressure and safeguard intellectual freedom.

The library board's powers cannot be changed without an election. As stated in Iowa Code 392.5, "A proposal to alter the composition, manner of selection, or charge of a library board, or to replace it with an alternate form of administrative agency, is subject to the voters of the city."

Where Does Library Funding Come From?

Local Taxation

Public libraries in Iowa receive their primary funding from the city's General Fund which is raised by levying property taxes. In Iowa, there is a cap on the amount a city may levy for the General Fund of \$8.10 per \$1,000 of assessed property valuation. Many cities have been at this limit for several years. New funds come only from increased valuation of property or from special levies.

Iowa Code 384.12(21) allows cities to levy an additional tax of up to \$0.27 per \$1,000 assessed property valuation in order to provide better library service. These funds can be used for operating expenses and may or may not need to be renewed depending on the wording of the initial referendum. The levy must be put to a vote and passed by a simple majority in the city in order to be enacted. Several Iowa towns have passed this \$0.27 levy.

Iowa libraries also receive support from counties. Public libraries are funded from the county's rural services fund which includes road clearing, weed eradication and sanitary disposal. The maximum levy for rural services is \$3.95 per \$1,000 of assessed value in the unincorporated areas.

Both city and county support of public libraries is mandated by Iowa Code 256.69. A tax of at least \$.0675 per \$1,000 assessed property valuation must be levied by each county and city for the purpose of library support.

Federal Funds

The Library Services and Technology Act (LSTA) authorizes federal aid for libraries through the Institute of Museums and Libraries (IMLS) and is administered by the State Library of Iowa. These funds are an annual appropriation to the State Library to provide services and assistance to libraries. The majority of the funding is used for statewide projects such as licensing agreements that make electronic databases available to all libraries in the state. For current information on LSTA, contact the State Library or check the State Library website at <http://www.silo.lib.ia.us/>

State Funds

The **Enrich Iowa** program includes Direct State Aid for public libraries, Open Access and Access Plus. For details on Enrich Iowa, contact your Library Service Area or the State Library of Iowa.

Direct State Aid is distributed to public libraries based on achievement of public library standards in *In Service to Iowa: Public Library Measures of Quality*, 3rd Edition, 1997 and on

available funding. The three part formula includes:

- ' Base amount (\$1,000, \$2,000 or \$3,000) dependent on compliance with three tiers of standards
- ' Per capita amount (\$0.20, \$0.40 or \$0.60) dependent on compliance with three tiers of standards
- ' Three percent (3%) of the amount of funding received by the library in the previous year for service to rural residents and to contracting communities (The percentage is the same for all tiers.)

Open Access is a reciprocal borrowing program which enables library customers from a participating library to check out materials, in person, free of charge, at over 600 Iowa libraries participating in the program. Libraries participating in Open Access are subsidized by the State Library for each item loaned to a nonresident user. Open Access funding supplements, not replaces, local funding.

Access Plus is an interlibrary loan reimbursement program intended to provide Iowans equal access to library resources by encouraging and supporting resource sharing among different types of libraries. The program, administered by the State Library, pays a subsidy for each item loaned to eligible Iowa libraries. Access Plus funding supplements, not replaces, local funding.

Library Foundations

Because libraries have traditionally received memorials and monetary gifts, and because of the need for funding outside the traditional methods, it may be a good idea for the library to consider setting up a foundation.

The library foundation functions as a separate entity and can attain 501(c)(3) status from the Internal Revenue Service. Gifts to this foundation are tax deductible to the donor. One factor which makes setting up a foundation extremely attractive is that many foundations will not give to tax-supported agencies, but will give to an organization that will enhance that agency's services and programs.

A source of more information is *Forming and Funding Public Library Foundations* by Faye Clow, director of the Bettendorf (Iowa) Public Library. This publication is available through the Public Library Association in care of the American Library Association or may be borrowed from the State Library.

When a foundation is established, it becomes a vehicle for gifts, bequests, memorials, fund-raisers, capital campaigns, etc. Donors may prefer this choice. Of course, the library board can also accept these funds without establishing a foundation, but in order to carry over the funds, the board should ask the city to establish a library trust account. Gifts or donations to a municipal library are also tax deductible.

Friends of the Library Groups

Many libraries encourage citizens to establish Friends groups in order to raise funds for special library projects. Friends groups are excellent at attracting publicity and encouraging good public relations and good will for a library. A foundation, described above, may act as a Friends group. A good source for information about Friends groups is the Friends of Libraries USA (FOLUSA) website www.folusa.com/. Another resource is *Friends of Libraries Sourcebook*, published by the American Library Association and available to borrow from the State Library.

Private Grants

Private foundations, businesses and corporations may award grants to assist local libraries with programs, services or building projects. Many times the grants are from local or regional organizations or businesses that wish to give something back to their communities. *The Foundation Directory* is printed yearly and is a source for private grant information. More information about grants is available on the State Library's website, <http://www.silo.lib.ia.us/>

Budget and Finance

In order to make good decisions, library board members need a basic understanding of library finances. The board has a responsibility to ensure that public funds are used in the best interest of the community and that the library has adequate funding for its programs and services.

The Library Budget Calendar

July 1: The budget process for the next fiscal year begins shortly after the beginning of the current fiscal year; in the course of doing the library annual report, the library director should gather information for the trustees to review in developing the budget. Some questions trustees should ask are:

- ' Did more people use the library this year?
- ' Are people using the library in different ways?
- ' Were the prior year's line item costs accurate?
- ' Is there a need for more programming?
- ' Have there been requests for new services or technology?
- ' Are there better ways to serve the community through the library?

August-November: The library director is responsible for drafting the budget request and the board of trustees is responsible for the final approval and adoption of the budget request before it is sent to the city council. Items to consider when setting the budget request include:

- ' reviewing the plan for the library
- ' projecting anticipated expenditures
- ' deciding library priorities
- ' projecting anticipated revenues.

Part of the anticipated revenue includes the amount of county funding the library will receive. Trustees are responsible for requesting funds from the county supervisors. Depending upon the county, the request may be made by each library board in the county, or by a representative of the county library association.

December-January: The library trustees, many times with the library director, present the budget request to the city council. City hall often sets the tone for what the presentation will include, and library budget requests usually proceed through municipal budget schedules. Although library budget requests are subject to many of the same guidelines as other city departments, the city has authority to approve only the bottom line amount. Trustees have line item control, and may determine staff salaries and other individual parts of the budget.

January-March: The city council holds budget work sessions and adopts a final proposed budget. Hearings for adoption are held and the budget goes to the county auditor in March for certification.

July 1: The certified budget takes effect.

Library trustees should not wait for a budget presentation to make a case for needed funding or to describe programs and services. This is an ongoing responsibility of all trustees.

The library must be seen as an essential community service. Invite officials to programs, receptions and library activities. Promote and provide reference services and assistance to city departments and officials. Be sure to share your successes with local governing authorities. Awards, record numbers at summer library programs, staff accomplishments and news articles should be part of regular reporting about the library to the city council.

Budget Management

Financial Reports

The library director should provide trustees with monthly financial reports which review:

- ' current list of bills
- ' year-to-date figures
- ' total budget
- ' balance of budget
- ' explanation of major changes

Since no library funds may be spent except by motion of the board, the trustees need financial reports (including bills) in advance in order to be prepared to question them and vote on them at the board meeting. Invoices and bills approved by the board and signed by the designated board authorities (usually the board president and secretary) are then sent to the city clerk for payment. A copy of the monthly financial report may be included with the invoices for informational purposes.

Monitoring the Budget

While the board should delegate the power to purchase materials, supplies and other goods to the library director, it should be aware of all purchases and monitor the budget monthly throughout the year. When reviewing the financial reports, look for yearly patterns of expenditures, such as energy bills in the winter, special program costs such as those associated with summer library programs and purchases of supplies and materials that occur once or twice a year.

Compare budget figures with actual amounts. Is the income as you expected? How do actual expenditures compare with budgeted amounts? Are there funds not being spent? Are there unusually high and low expenditures? If there are variations you don't understand, ask the library director to explain them. Depending on the information you receive, the board may need to adjust and/or amend the budget. The majority of Iowa library ordinances allow the library board the authority to shift funds from one line item to another as needed. In addition, the library may need to coordinate an amendment to the city's certified budget as discussed below.

Budget Process

Throughout the budget process, boards and directors must have three things clearly understood: they must have the money to spend, they must have the authority to spend it, and they must be accountable for the spending. Boards and directors need to anticipate how much money they expect to receive from ALL REVENUE SOURCES. Even gift money and memorials have to be estimated and budgeted before the money can be spent. This all has to happen within the framework of the city's budget process. Revenue from ALL sources must be reflected in the library's budget documents before the board can proceed with spending.

The budget process serves three basic purposes:

- a) accountability, which is related to the stewardship role of the library; the trustees have a responsibility to safeguard public funds. However, the stewardship role also includes spending the funds needed to provide library services to the community and not hoarding funds or "saving for a rainy day"
- b) financial information, which relates to the management role of trustees and the need for accurate, timely, and reliable information as a basis for effective decisions and library policies
- c) information so the public can assess the financial conditions and operations of the library

Amending the Certified Budget

The library may spend only the amount budgeted within one fiscal year. However, sometimes during the budget year there is unexpected revenue that the library wishes to spend. If the library receives additional income from any source, it cannot be spent unless the certified budget is amended to include this additional income. No municipal agency, including the library, can spend more than has been budgeted unless the certified budget is formally amended by the city council.

Most cities routinely amend their certified budgets and library budget amendments, if any, should be included in these amendments. Amendments must be approved and published by city officials before May 31 of the current fiscal year, the statutory deadline for city budget amendments.

The city clerk or city budget manager should be consulted to determine the date when the library's amendment must be submitted for inclusion in the city's amendment hearing. A legal form for requesting an amendment will be provided by the city.

Trust Accounts

Iowa Code 384.3 states that all money received for city governmental purposes from taxes and other sources "must be credited to the general fund of the city, except those monies received for the purposes of...trust and agency funds...." Funds unused by governmental agencies at the end of the fiscal year (June 30) may revert to the general fund of the city. Funds remaining in the library account at the end of the year will revert unless the city has given authority to the library board to carry over the funds in the library account or unless the funds are designated to a trust account.

A trust account may be established for funds being saved for a particular project; if there is no purpose for the trust account other than accumulating money, the trust account may not be allowed. The library board, working with the library director, should plan for unexpected funds: Is there a need for an addition or new building for the library? Is new shelving needed? Are more computers needed? Does the library intend to automate or purchase a different automation system?

One of the biggest mistakes a library board can make is to not have plans for unexpected funds. It is not unheard of for Iowa libraries to have funds diverted from the library to the General Fund because there were no articulated, designated plans for the funds and no encumbrances or trust accounts established.

The money in a trust account:

- ' will carry over from year to year until the purpose for which it was set up is accomplished
- ' is not to be used for day-to-day operation of the library unless the trust provides, such as an endowment trust
- ' will not revert to the city General Fund
- ' will be expended only by a motion of the library board and only for the purpose specified in the trust, such as the "library building project."

If the library has plans for year end funds, the board should request that the city council pass a resolution to authorize carry over of the fund balance or establish a trust account. The resolution should indicate, among other things, the title of the trust, the purpose of the trust, and whether the interest on the fund is to be added to the trust. The city council then passes a resolution establishing the library trust account to accumulate funds for a planned purpose or project.

Petty Cash Funds

Generally, petty cash funds are established for the payment of relatively small expenditures such as postage, deliveries or urgently needed supplies. Payment by check is not always possible or practical, so petty cash funds are established on an *imprest* basis to handle these small purchases. The Governmental Accounting, Auditing and Financial Reporting, (GAAFR) definition of “imprest account” states in part that this is “an account into which a fixed amount of money is placed for minor disbursements....”

As a public agency, the library’s internal control over the petty cash fund is important and should be conducted openly. The petty cash should be placed in the custody of a specific employee who is authorized to disburse the fund in accordance with stipulated restrictions as to maximum amount and purpose. The following recommendations should be considered regarding petty cash funds:

- ‘ The petty cash fund should be established by Board action. The Board should approve a policy to authorize the maximum amount of the petty cash fund, the types of allowable disbursements, the method and frequency of replenishment and the authorized custodian.
- ‘ On a periodic/monthly basis, the petty cash fund should be balanced and replenished by check to the original established amount.
- ‘ All cash received or collected by the library should be recorded as a receipt and deposited in the bank. It is not acceptable to replenish petty cash with miscellaneous library receipts such as fines or copy fees.
- ‘ Petty cash funds should not be used to cash personal checks.
- ‘ Payment receipts should support petty cash payments. For example, these could include postage receipts, cash register receipts or other documentation to explain the petty cash item that was purchased or paid for.

Gifts and Memorials

Boards and directors need to anticipate how much money they expect to receive from ALL REVENUE SOURCES. Even gift money and memorials have to be estimated and budgeted before the money can be spent. This all has to happen within the framework of the city's budget process. Revenue from ALL sources must be reflected in the library's budget documents before the board can proceed with spending.

Encumbrances

An encumbrance is a purchase order or contract entered into by the library before the end of the fiscal year for goods and services not yet received. For example, a set of encyclopedias ordered for the library in June, but not delivered until after July 1, would be an encumbered obligation. The funds set aside in the budget for the encyclopedia would carry over to the next fiscal year because the obligation for the order was encumbered (or made) before the end of the fiscal year.

Audits

Each city in Iowa with a population of over 2,000 must be audited annually; cities with a population of 700 to 2,000 must be audited once every four years; cities having a population of under 700 may be audited, but are not required to have an audit.

As part of the city's audit, the library may be asked to provide financial records. Some Iowa libraries have an audit done simply as a safeguard of the library's finances. Also, a city audit including the library, may be required if federal funds in excess of \$300,000 have been disbursed or expended during the fiscal year.

**Library Budget:
Roles and Responsibilities of the Director, the Board and the City**

Library Director	Library Board	City Council and Mayor	City Clerk or Administrator
		Mayor appoints library board members with approval of city council	
Keeps library board informed of library activities, needs and concerns.	Stays informed about library activities, needs and concerns.		
Prepares a draft budget request.	Reviews draft budget request including line items.		
	Approves final budget request based on board approved priorities.		
	Supports and advocates for budget request when presented to city.	Appropriates bottom line funding for library.	
Explains monthly library expenditures to the board.	Approves monthly expenditures; ultimately and legally responsible for how funds are spent.		Pays expenditures approved by library board.
Provides library board with monthly financial reports	Review monthly financial reports; prioritizes needs to match available funding (has authority to shift funds from one line item to another as needed)		Provides library with monthly report showing paid expenditures and status of budget.
Informs city council, mayor, city staff about library activities, needs and concerns.	Informs city council, mayor, city staff about library activities needs and concerns.	Stays informed about library activities, needs and concerns.	Stays informed about library activities, needs and concerns.

Chapter 10: Library Board Officers

Any group that expects to accomplish anything must have leaders to keep the group organized, help the group discipline itself, prod the group to move ahead, and facilitate the work of the group to make good decisions. That's the function of all board officers.

Your board may have some or all of the officers described below. Boards grow from different traditions and have different ideas about the type and number of officers they need. The job responsibilities of your board's officers may vary from those described below.

Board President

The board's leader is the board president. However, the board president must be understood to have no power beyond that of any other board member unless the full board has granted that power to the president. For example, the board may delegate specific powers to the board president, such as managing board meetings, speaking to the public on behalf of the board, or signing contracts on behalf of the board.

Any power exercised by the board president must first be granted by the full board in policy, or in commonly accepted and understood practice of the board. In other words, the board president does not speak for the board unless the full board has formally or informally delegated that privilege to the president.

Traditionally, the board president has several roles:

Planner—The president works with the director to plan the meeting agenda and the manner in which the meeting will be conducted. The president keeps an overall view of the board year and ensures that the board is completing duties mandated by board policy or law.

Presider / Facilitator—The president must ensure the board follows the agenda, completes items on the agenda and that the meetings are kept moving forward in a professional and timely manner. The president must also ensure that all board members have opportunity for fair participation, attempts to get all sides of an issue fairly exposed and moves the board to action on the issues.

Delegator—The president traditionally has the power to appoint board members and others to committees with board consent. To do that, the president must have a clear understanding of each board member's skills, strengths and interests so that appropriate assignment can be made.

It is also the president's responsibility as a delegator to make sure that committee assignments are clear and to hold the committees accountable to do the job assigned. The president is often an ex-officio member of every committee.

Liaison—The president must be able to interpret board needs and concerns to the director, and the director's needs and concerns to the board. In addition, the president offers personal support and counsel to the director, and serves as a sounding board for the director.

Team builder—The board must always function as a team and it is the duty of the president to promote teamwork among board members. When there is danger of damage to the functioning of the team, the president must mediate and counsel fellow board members.

Vice President

The vice-president of the board traditionally serves as the backup for the board president. However, the vice-president is usually assigned additional specific duties such as chairing a committee, taking charge of board development activities or preparing for special board events.

The vice-president must work with the president to stay current on library business and board operation so that the vice-president could assume the president's duties if the president could not carry them out. The vice-president is often considered the logical successor to the president when the current president vacates the position.

Secretary

The size and the complexity of the business of today's library dictates that the traditional job of the secretary of the board be significantly changed. For example, the minutes of the board meeting could be taken by a staff member. All board members need to be able to participate in deliberations. It is difficult for the board secretary to do that well while taking the minutes. The board secretary's job can be that of reviewing the minutes for accuracy. Correspondence on behalf of the board can also be assigned to library staff at the direction of the library director.

Elections of Officers

Methods for electing board officers vary widely, but whatever system your board uses, it must be a serious effort to place the best leaders of the board into the position of leading the board. It cannot be a popularity contest, a struggle between factions for a power position, or just "whoever will say yes." Choose officers who are well suited for the position and have the skills to be an officer.

Board officers, particularly the board president, must be well respected by the rest of the board, must be willing to give the extra time necessary to carry out the extra duties of the office and must have strong leadership skills. Officers should also be board members with some experience on the board. If you are asked to be a candidate for a board office, consider carefully if you have the extra time it will take, as well as the leadership skills, to do the job well.

Chapter 11: Board Meetings

The board's responsibilities are carried out at board and committee meetings. How the meetings are conducted can make the difference between an effective or an ineffective board.

Open Meetings Law

Any meeting of a public library board in Iowa is subject to the Open Meeting Law. (The Open Meeting Law is further discussed in Chapter 12.) Public libraries, like other tax-supported agencies, must operate in the best interest of the public. The Open Meeting Law, requiring that all meetings be held in public, is designed to protect the public from secret dealings by public agency boards. Public notice of the date, time and place of regular meetings, or rescheduled or reconvened meetings, must be posted at least 24 hours before the meeting. Very simply, this statute is protection against abuse of public power.

It is sometimes difficult for board members to conduct a meeting and speak candidly with the public or media representatives watching and listening. Board members often feel they must be overly responsive to those listening, and the result can be deliberation that seems aimed more at the audience than at the rest of the board team—speeches rather than deliberations. Some board members may be so intimidated by an audience that they don't speak at all and all sides of the issues are not considered.

However, attempting to circumvent the Open Meeting Law is dangerous and unnecessary. Your board can function well in the open and within the law. Here are a few important considerations to make living with the Open Meeting Law easier:

- 1) Keep in mind that you have been chosen to represent a large number of people. The people who show up at a board meeting usually represent a very small percentage of your constituents and should not have an undue influence on your actions.
- 2) Your board should have a clear policy about regulating the activity of people who attend your board meetings. If you have a public forum section of the agenda, it should be short with strict rules for those who speak to the board. Board policy should state that the board will listen, but will not respond during the meeting to those who speak during the open forum.

This is a time for listening, not uncontrolled debate. If there is need for response from the board, it should come at a later time when the board has had time to deliberate the issue, to seek more information, or to take recommendations from the director.

- 3) Understand that your board meeting is a meeting conducted in public, not a public meeting. In other words, the public, and possibly media representatives, are there to watch the board work, not to participate in the board meeting.

Responsibilities of Board Members

You can expect the board president to run the meetings and keep the board moving toward good decisions. However, it is each board member's responsibility to:

- ' prepare for and attend all meetings
- ' take an active part in discussions
- ' cooperate with fellow board members to make meetings work
- ' understand the basics of parliamentary procedure, as well as any state laws that apply to your meetings and then adhere to those laws
- ' practice the arts of listening and compromise; work towards consensus on issues
- ' focus all deliberations on the ultimate mission of the library and the best interests of those you serve
- ' publicly support the board decisions.

To get a businesslike tone, do your part to make sure that board meetings begin promptly at the scheduled time. Arriving on time for meetings demonstrates respect for other board members who have also made the effort to be on time.

The agenda packet should be sent to you several days before the meeting. Carefully read the agenda and all agenda related materials. If you have questions, call the library director for answers prior to the board meeting. Study the agenda so you understand what is expected of you at the meeting and prepare to meet those expectations. Which agenda items will require a vote? Which ones will require discussion and input from all board members even though a vote is not taken? If each board member prepares well ahead of the meeting, board meetings will be shorter and almost always more productive.

To make good decisions about some issues, you will often need to seek input from some of your constituents in the community. Don't assume you know how constituents feel about an important issue. You are the connection between the community and the library and are appointed to govern the library for the community. Solicit community views regularly.

Even though you research issues and prepare before the meeting to discuss those issues, it is unethical to decide how you will vote on any issue before the board meeting or to promise constituents you will vote either for or against an issue before the meeting. Your decisions should be made only after deliberation in the meeting with other members of the board team when all sides of the issue have been explored.

Carefully schedule your own calendar so that you can attend board meetings. When the team is short one or more board members, there is danger that all perspectives on the issues will not be explored and there is greater possibility that poor decisions will be made. The board's effectiveness and productivity will suffer if all members do not participate.

If too many board members are late or absent, a quorum may not be present and the board cannot conduct business. Unless otherwise defined in the by-laws, a quorum is the majority of board members—one over half of the appointed board members—that must be present to conduct official business of the library. Any vote by a board that does not have a quorum present can be legally invalid.

Parliamentary Rules

Board meetings should be conducted according to established parliamentary rules, such as Robert's Rules of Order, or some other parliamentary procedure guide agreed on by all board members. That set of rules is intended to set a businesslike and courteous tone, allow for ample discussion of the issues, protect the right of all board members to be heard on the issues, and not allow the discussion to get out of control.

You should have a basic understanding of parliamentary rules so that you can be a part of the process of moving quickly and efficiently through a good meeting agenda. When a disagreement among board members occurs about the way to proceed, consult the parliamentary guide specified by your bylaws.

Caution: Parliamentary rules are not intended to impede meeting process, but simply to ensure that the rights of all board members are protected and meetings move towards action. Using parliamentary rules for the purpose of impeding the meeting process is unethical and detrimental to the team atmosphere.

Agendas

Your board meeting should run according to an agenda prepared by the director and the board president. (A sample agenda is included in the Appendix.) The purpose of the agenda is to set a clear direction for the meeting. The board president will ask the board to formally vote to approve the agenda plan at the beginning of the meeting. When the board approves a written meeting agenda, board members agree to discuss those issues on the approved agenda in the order listed.

Even though the board president and the director prepare the agenda, the agenda is the board's plan and all board members have a right to place issues on the agenda by bringing those issues to the attention of the director or the board president. However, anything you want on the agenda should be requested well in advance of the board meeting. Placing issues on the agenda at the last minute is not appropriate because the rest of the board team has not had time to consider the issue and will not be ready to discuss it in an informed manner. And equally important, placing an item on the agenda at the last minute does not give members of the public, who might be interested, notification that the subject matter will be discussed.

Socializing with other board members is important to building the team atmosphere, but socializing needs to be done before and after the meeting, and kept to a minimum during the meeting. The meeting should have a friendly, businesslike tone always focused on the agenda item at hand.

Minutes

The meeting minutes, when approved by a formal vote or by consensus of the board, are the official legal record of what happened at the board meeting. The minutes are also an important communication between the board and constituents. If you are a new board member, you should examine the minutes of board meetings for at least the past year. That will give you a good perspective on the issues the board has faced and how the board handled those issues.

Any board member has a right to ask the board to correct errors in the minutes before the board accepts the minutes as a record of the previous meeting. But board members do not have a right to demand that their reasons for voting a certain way or their detailed views about an issue be recorded in the minutes. Every board member should have full opportunity to express a viewpoint prior to the vote on any issue, so there's no good reason to extend the debate into the voting process. Your "yes" or "no" vote will represent your views on the issue.

Reports

During the meeting, board members will likely hear reports from committees, the director and staff. The reports will provide the background and information the board needs to deal with the issues on the agenda for the rest of the meeting.

Often, the reports will conclude with a recommendation for board action. If those reports were in written form and sent to the board members prior to the meeting, you should be well prepared to take action on those reports without having them read to you during the meeting. Those presenting reports during the meeting will simply highlight information, clarify items and answer questions.

Motions

A motion is a formal request or proposal for the board to take action. Motions usually come from two major sources, committee reports and director recommendations, but board members may make motions at any time in accordance with the parliamentary guide. To make a motion, you simply address the chairperson and say, "I move that..." and state the action you wish the board to take. Most motions require that another board member support the request for action by seconding the motion.

Once the motion is seconded, it is restated by the chairperson. The board then begins discussion of the motion. Some motions, such as the motion to adjourn, do not require discussion. By requiring a motion on an issue prior to discussion, the board focuses discussion on agenda items only and stays on track.

After a motion is made and seconded, there should be plenty of time to discuss freely all the pros and cons of any issue. At the same time, the chairperson and all board members must work to keep the discussion moving towards a decision—that's the reason the issue is on the agenda.

Once the motion has been discussed thoroughly, the chairperson will call for board members to vote on the motion. You may be asked to vote by saying "aye" (yes) or "nay" (no) in a voice vote, by a show of hands or in a roll-call vote. Your vote will be recorded in the minutes.

Abstaining on a motion before the board is appropriate only when you have a conflict of interest pertaining to the issue before the board. Otherwise, you are appointed to express an opinion on the issues and abstaining expresses no opinion.

Once the vote is taken, the chairperson will declare that the motion passes or fails. Upon completion of an item on the agenda, the chairperson moves on to the next agenda item.

The Decision-Making Process

Your board team will have to make dozens of decisions from setting meeting times to deciding whether or not to build a new library. Good decisions are made through a logical, common-sense process that includes plenty of pertinent information, expert advice, experience, vision and exchange of ideas among board team members.

Board deliberations should follow this process:

1) Define the issue clearly.

The best way to accomplish this is to get a motion on the table so everyone can focus on it. If you are not clear about the intent or meaning of the motion, ask the maker of the motion to clarify. It may be necessary to ask that the wording of the motion be amended for clarification. The chairperson should make it clear to all what a positive or a negative vote means.

2) Look at the information.

Good information is the only way a board team can understand enough about the issues to make good decisions. Your experience is a prime source of valuable information. Other board members will have valuable information and insights.

But board members are not on the front line with the daily business of the library and probably have limited expertise in library management. That means you have to rely on information from a variety of other people. The director and committee reports are standard sources for information about the issues that come before the board. Call on outside experts when necessary.

Board members are not appointed for their expertise and experience in running a library, but rather their ability to ask the right questions, draw upon their experience and leadership skills, and make good, informed decisions for the good of the library and community.

3) Consider the alternatives.

Approach every issue with an open mind, believing that there is more than one side to every issue. What seems obvious at first glance may prove to have serious consequences down the road. Play the "devil's advocate"; ask the tough questions and encourage other members of the team to voice opinions even though they may not agree with the majority.

Even a strong recommendation from the director or a board committee must not be accepted without a hard look at the possible alternatives. The director and committees should be expected to deliver a list of alternatives they have considered in arriving at their final recommendation.

4) Seek assistance. Expect a recommendation from your director. Seek help from outside the board, including attorneys and other specialists who can guide you in making decisions. Remember that no matter who recommends what or who advises you how to vote, the board has the ultimate responsibility and liability for the decisions that are made.

5) Assess the issue in light of your mission and long-range goals. Every decision the board makes should be in line with the mission of the library and its long range plan. You should also be able to say that every decision is for the greatest good of those who use the library.

6) Project the consequences. This is where the board member's vision comes in. A board decision cannot be made in isolation from all other things going on in the library. You must consider how this decision will affect people, programs and plans. How will the community be affected by your decision? Are there possible legal problems with this decision? Will a decision to spend money in one area mean that less money will be available for other areas?

A decision today could well have consequences for years to come. For example, a decision to build a new library would be very short-sighted if it did not take into consideration the cost of upkeep and maintenance for the life of the building.

7) Reaching a decision. This is where you put it all together and voice your own individual decision on the issue. Set aside personal bias and emotions and cast the vote for what you think is the best decision for the library.

However, you should not vote if you have a conflict of interest. This occurs when a conflict exists between a board member's obligation to the public or constituency and his/her own personal interest. It is recommended that the board have a policy defining conflict of interest and stating whether a board member may discuss and/or vote on an issue when that member has a conflict of interest.

No matter how carefully you make your decision, other board members may not agree with you. Just as you are obligated to make your best individual decision, you also have a strong obligation to accept the decision of the majority of the board team no matter how you voted.

Many of the decisions your board team makes will be done by consensus. Consensus simply means that all board members will live with and support a decision on an issue, even though it may not be each board member's first choice.

To reach consensus, an issue is discussed until agreement among all board members is reached. This is a more time-consuming and difficult method of decision making, but it has advantages over the majority vote. Building consensus avoids splits among board members and forces a board to discuss an issue more thoroughly.

Compromise is at the heart of arriving at consensus on any issue. Although the decision may not be the one you would make if it were yours alone, it should be a decision that you can live with, knowing that none of the board members has won or lost, but all have compromised.

Committees

The many and complex issues with which your board works cannot always be handled efficiently by the full board. Some issues may be assigned to board committees for study with the understanding the committees will make recommendations to the full board.

At some time in your service on the library board, you will be asked to serve on at least one committee and you need to understand the nature and purpose of committees. Committee work is a good place for board members to offer any special expertise they may have, but service on committees is not limited to experts on the committee subject. Committee service is one way to learn more about the library.

Whatever the name or type of committee, the purpose for creating it is to extend the capabilities of the board. Committees are not autonomous groups with loose connections to the board, but rather extensions of the board and always responsible to the full board.

Committees have no power or authority beyond what is granted to them by the full board. The only action committees can traditionally take is to study an issue assigned by the full board and make recommendations to the full board about the assigned issues.

Occasionally, committee members may be selected from people outside the board so that additional expertise can be utilized by the board through the committee. Involving non-board members also builds ownership among other members of the public and opens a new avenue of communication between the library and the community.

Committee meetings may be subject to the Open Meetings Law. According to this law, a meeting is defined as "a gathering of a majority of the members of a governmental body (library board) where there is deliberation or action upon any matter within the scope of the (library board's) policy making duties." Even an informal meeting of library trustees could be subject to the Open Meeting Law if there is a majority of the trustees at the gathering and library business is discussed.

If your committee system is well defined and the committees are being held accountable, the board should receive regular reports from each committee. The committee reports should explain what the committee has been doing for the board and make recommendations for board action.

Board members not on the committee should feel free to ask questions and get clarification from committee members, but avoid repeating work the committee has done. Meetings of the full board should not be used as a time to conduct committee meetings. The purpose of the committee is to save time for the board. If the full board repeats the committee discussions after the committee reports to the board, the board has not saved time but rather doubled the time spent on the issue. Your board may already have standing or permanent committees that are described in the bylaws of the library and function year round. As certain important issues arise, the board may also appoint temporary or "ad hoc" committees to study those issues for the board.

At certain times, the board may meet as a committee of the whole. This is done to allow time for in-depth discussion of one subject. The issue is then presented as a committee report at the regular board meeting where formal action is taken.

Your board may also have an executive committee. This committee is usually composed of the board officers and the director. It often has limited powers to act for the board in emergencies, but must have all actions ratified by the board at the next regular meeting.

You should approach committee meetings as seriously as you do the regular board meetings. Prepare for the meetings, attend the meetings and take part in the discussions. If you have an assignment from the committee, complete it in a timely manner. Remember, committees are an extension of the board.

When you are appointed to a committee, it is your responsibility to learn the mission of the committee, when and where the committee meets, and the names of other members. You should also examine the history of the committee and the minutes of their meetings for at least the past year.

Help your committee stay focused on its responsibility and accountability to the full board. Although committee meetings are usually not as formal as a full board meeting, they should have a chairperson, a distinct structure, agenda and goals. When the committee completes its meeting, there should be a clear result of the meeting that can be reported to the full board.

Although many committee recommendations will be accepted by the board, the board must not feel an obligation to accept all committee recommendations in total. A committee recommendation is not a "sacred cow" to be blindly accepted by the board. Committees are given the charge to study and recommend, not to make the board decision.

Bylaws

Bylaws are rules written and adopted by an organization for operating its own meetings or affairs. (Sample bylaws are included in the Appendix.) Since the library ordinance is the law which covers the governance of the library, the bylaws must be consistent with the ordinance and not more restrictive. Rules typically found in the bylaws include:

- ' dates, times and frequency of meetings
- ' establishment of a quorum
- ' order of business for regular meetings
- ' procedure on special or called meetings of the board
- ' standing committees and their membership
- ' purpose and appointment of standing and special committees
- ' meeting at which officers are elected
- ' whether officers can be re-elected and if so, how many times
- ' the responsibilities of each office
- ' parliamentary guide used by the library board
- ' amendments to the bylaws

The library board should establish procedures for amending and changing the bylaws. Bylaws may be changed by a vote of the board as often, or as infrequently as deemed necessary.

Chapter 12: Selected Laws and Cases Pertaining to Libraries

With the responsibilities the board of trustees has for the library, it is important for members to understand the basics of a number of federal, state and local laws that affect the library.

The Library Ordinance

In Iowa, a public library is established by an ordinance adopted by the city council. It is important to be acquainted with the library ordinance because it is the “law” under which the library exists. The library ordinance is part of the city code; if you have not been provided with a copy of the ordinance, request one from your library director. In the ordinance you will find:

- ' the number of board members, how they are appointed and their terms of office
- ' the powers and duties of the library board including its authority to set the librarian's salary and control the library's expenditures
- ' procedure for budgeting and approving bills
- ' reports required from the library to the city council

Most of Iowa's public libraries are established by an ordinance very similar to the model ordinance in the appendix of this handbook. Libraries established after Iowa's Home Rule Act of 1974 may have an ordinance similar to the model ordinance or it may be substantially different.

Changing the Library's Ordinance

“A proposal to alter the composition, manner of selection or charge of a library board, or to replace it with an alternative form of administrative agency, is subject to the approval of the voters of the city.” (Iowa Code 392.5)

For sound reasons, changing the library ordinance is not simple. Most other city ordinances are changed through a vote of the city council, but substantial changes to the library ordinance such as those mentioned in 392.5 above, require a referendum vote. This means the issue would be decided by a vote of the people in a city election.

Iowa Code 392.5 protects library boards and the powers of library trustees against direct city control over libraries. This protection insulates library governance from political influence and safeguards intellectual freedom.

Financial Support for Libraries

“... each city within its corporate boundaries and each county within the unincorporated area of the county shall levy a tax of at least six and three-fourths cents per thousand dollars of assessed value on the taxable property or at least the monetary equivalent thereof when all or a portion of the funds are obtained from a source other than taxation, for the purpose of providing financial support to the public library which provides library services within the respective jurisdictions.” (Iowa Code 256.69)

Library support by cities and counties is mandated by law in Iowa. Each city and county must collect taxes to provide financial support to the public library which provides library services within the respective jurisdiction. This includes incorporated cities which do not have a public library. In most cases, cities without libraries choose to contract with a library in a neighboring city to provide service to their citizens.

Libraries are assigned to the rural services fund under the County Home Rule Law passed in 1983. Included with libraries in this fund are road clearing, weed eradication and sanitary disposal. The maximum levy for rural services is \$3.95 per thousand dollars of assessed value in the unincorporated area.

Question on the Library Ordinance:

- Q. Our ordinance states that six members of the board shall be residents of the city and only one member may be a rural resident. How can we change that?**
- A. Such a change to the library ordinance must be submitted to the voters in a city election. The library board may request that the proposed changes be placed on the next city referendum. If a majority of the voters approve, the city changes the library ordinance in accord with the proposal.

Open Meetings

“This chapter seeks to assure, through a requirement of open meetings of governmental bodies, that the basis and rationale of governmental decisions, as well as those decisions themselves, are easily accessible to the people. Ambiguity in the construction or application of this chapter should be resolved in favor of openness.” (Iowa Code 21.1)

Library board meetings are subject to the Iowa Open Meeting Law. Iowa law assumes that meetings are open. Iowans do not have to make a case to attend a governmental meeting such as a library board meeting. Board members should be familiar with the law and each member should have a copy of the Iowa Open Meeting/Open Records Law, available at the Iowa Freedom of Information Council website sponsored by the Drake University School of Journalism and Mass Communication, <http://www.drake.edu/journalism/sjmc.html> Good advice is to follow the Open Meeting Law to the letter when board business is routine as a preparation for when controversial issues surface.

What is the definition of a meeting?

A meeting is defined as “a gathering of a majority of the members of a governmental body [library board] where there is deliberation or action upon any matter within the scope of the [library board’s] policy making duties.” Even an informal meeting of library trustees would be subject to the open meeting law if there is a majority of the trustees at the gathering and library business is discussed.

How much notice should be given for the meeting?

At least 24 hours before a meeting, boards are required to post a notice and agenda in a prominent place accessible to the public or in the building in which the meeting is to be held. The notice must include the time, date and place of the meeting and a tentative agenda. The notice does not have

to be published in the newspaper. If a news/media agency requests a copy of the notice and agenda, the library board must supply it.

What needs to be on the agenda?

The agenda should include all business to be discussed at the meeting in enough detail to give members of the public a good idea of what topics will be discussed. If an item comes up at the meeting that has not been included on the agenda, action should be deferred to a later meeting. However, the law does allow for items that may come up on an emergency basis.

What should be included in the minutes?

Minutes of all library boards meetings must be kept and include the date, place, the members present, any action taken at the meeting and the results of votes taken. Minutes are subject to the Open Records Law and must be made available to the public if requested.

When can a meeting be closed?

A closed meeting may be conducted only if there is a two-thirds majority vote of the entire board or a unanimous vote of the trustees present, and the reason for closing the meeting falls under Iowa Code 21.5. If a closed session is conducted, detailed minutes of the session must be kept, the session must be tape recorded; and no final action may be taken during the closed portion of the meeting.

There are very few reasons allowed under this statute for closing a meeting. Two which are applicable to libraries include discussions to evaluate the professional competency of an employee or potential employee which could damage that person's reputation AND the person requests a closed meeting; and to discuss the purchase of real estate only where premature disclosure could be reasonably expected to increase the price the governmental body would have to pay for that property.

Access to Information

Public libraries have an important role in our democracy as the place where people can get a variety of information in many formats and on all sides of an issue. Controversy over materials offered in the public library is not new. The Library Bill of Rights was written by Des Moines Library Director Forrest Spaulding in 1937 in response to book burning in Germany during the Nazi regime, and is still relevant today. (See Library Bill of Rights in the Appendix).

Internet

The Library Bill of Rights states that library resources should be provided for all people of the community, regardless of their "origin, age, background, or views". And the First Amendment to the Constitution states that "Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances."

Can some library resources be considered “obscene”? The definition of obscenity can be different with each individual, but the Iowa law defines it in Iowa Code 728. Note that libraries, along with other educational institutions have an exemption to this law in 728.7. Why? Because the library needs legal protection if it owns art, books or other materials which could be considered obscene under the Iowa law.

The Library Bill of Rights and the First Amendment apply to the provision of information in the library including the World Wide Web, an unregulated medium. In court cases up to this writing, public library restrictions on Internet have been ruled unconstitutional because communication to adults was restricted to that which was suitable for children.

What does all of this mean for you as a library trustee? First, ask your library director to keep you informed on the status of legislation concerning access to the Internet in libraries. Or check for updates from the American Library Association’s Office for Intellectual Freedom, <http://www.ala.org/alaorg/oif/> Talk as a board about the issue, and if you haven’t already, develop a policy on Internet usage. If the board does decide to offer filtered access to the Internet, make sure that unfiltered access is also available in the library.

Open Records and Confidentiality

“Every person shall have the right to examine and copy public records ... [however] the following records shall be kept confidential unless otherwise ordered by the court, by the lawful custodian of the records, or by another person duly authorized to release such information ... The records of the library which, by themselves or when examined with other public records, would reveal the identity of the library patron ...” (Iowa Code 22.2 and 22.7.13)

Library boards should take every precaution to guard the confidentiality of the library customer. This includes ensuring that:

- ‘ a confidentiality policy for the library is adopted by the board
- ‘ circulation cards for library materials, which the public see, do not indicate the name of the customer checking out the material
- ‘ circulation records in an automated system are not kept after statistics are recorded and the material is returned, and any fines or fees attached to the record are paid
- ‘ overdue notices are sent only in sealed envelopes and never on postcards where others could see what the customer has checked out
- ‘ phone reminders of overdue items and reserves left on answering machines maintain confidentiality

Included in a policy on confidentiality should be statements on the confidentiality of library circulation records and a statement as to when the custodian of the records may open the records. The identity of which customer requested which materials or information may be revealed only:

- ‘ if the library is presented with a court order. (The court order must indicate that this information is needed for the investigation of a particular person or an organization and may only be issued after a judge has determined if the connection between the case and the record makes it “cogent and compelling” that the information is released.)

if the lawful custodian of the records, defined by an attorney general's statement to be the library director, releases the information. (To safeguard customers' confidentiality, the library board should state in the policy that the record can only be opened by the lawful custodian upon receipt of a court order as indicated above.)

Library customer information (such as names and addresses) that is not attached to a circulation record may also be kept confidential if the library board reasonably believes that releasing the information would discourage people from applying for library cards. The board should adopt a policy on release of this type of information. See Iowa Code, 22.7(18).

Questions on Confidentiality and Open Records

Q. What is the U.S.A. Patriot Act and how does it impact confidentiality of library records?

A. The following information was obtained December, 2002 from the American Library Association's website, <http://www.ala.org/alaorg/oif/usapatriotact.html> Since this is a complex and evolving issue, it is suggested that you visit this website for the most up-to-date information.

The U.S.A. Patriot Act, passed October 25, 2001, broadly expands the powers of federal law enforcement agencies investigating cases involving foreign intelligence and international terrorism. It amends the laws governing the Federal Bureau of Investigation's access to business records. One provision orders any person or institution served with a search warrant not to disclose that such a warrant has been served or that records have been produced pursuant to the warrant. The existence of this provision does not mean that libraries and librarians served with such a search warrant cannot ask to consult with their legal counsel concerning the warrant. A library and its employees can still seek legal advice concerning the warrant and request that the library's legal counsel be present during the actual search provided for by the warrant.

The majority of state library confidentiality laws [including Iowa's] permits confidential library records to be released if the library is served with a court order that shows cause and is in proper form. Since the anti-terrorism law requires the FBI to obtain a search warrant or court order before requesting records, there does not appear to be a conflict between the federal anti-terrorism law and state confidentiality laws.

Q. If requested for a purpose such as a fund raiser, may we provide lists of library card holders?

A. Yes, as long as the list does not link the customer with the material or information requested, it is an open record and is open to inspection by the general public. However, as noted above, this information may also be kept confidential if the library board reasonably believes that releasing the information would discourage people from applying for library cards.

Q. Can parents see their children's library records to determine whether they have overdue materials?

A. According to a 1993 letter from the Legal Consultant at the Iowa Department of Education, persons who contract with a minor do so at their own risk for the minor lacks legal capacity to contract. Parents, under Iowa Code 613.6 are liable for the acts of their children. However, if a child has a library card in his or her name, the child's confidentiality is protected under Chapter 22. A parent who wishes to know what the child has checked out has several options...asking the child what is checked out or requiring the child to check out materials under the parent's card. The library may also want to confer with the city attorney for legal advice.

Fair Labor Standards Act (FLSA)

The federal Fair Labor Standards Act (FLSA) establishes basic wage standards, overtime pay, record keeping, and child labor standards.

1) Basic wage standards. Each library employee must be paid not less than the minimum wage. Library employees must be paid for hours worked and may not volunteer time without pay. For information on Iowa's minimum wage, contact the Iowa Division of Labor at 515-281-3606. As of this writing (December, 2002), Iowa's minimum wage is \$5.15.

2) Overtime pay. Within the public library are employees who are **exempt** and those who are **non-exempt** from the FLSA regulations; one of the deciding criteria is whether the employee has independent decision-making authority. The director of a public library is usually an **exempt** employee if he or she directs a staff of at least two. Those employees who do not have independent decision-making authority, even if they have a library science degree, are **non-exempt** from the FLSA. To determine whether a position is exempt or non-exempt, call the Wage and Hour Division of the U.S. Department of Labor at 515-284-4625.

Non-exempt employees must be paid overtime at a rate of not less than one and one-half times their regular rates of pay after 40 hours of work in a workweek. A workweek is defined as seven consecutive 24 hour periods, fixed and regularly occurring; each workweek stands alone. Time off may be granted within the workweek if the employee has reached 40 hours before the end of the week. In other words, an employee may work 10 hours each day, four days straight within the workweek without being paid overtime. However, if the employee works 45 hours during one workweek and 35 hours during the next, five hours of overtime must be paid.

For libraries in the public sector, compensatory time may be given in lieu of overtime, but must be given at the rate of "time and a half" to **non-exempt** employees.

3) Recordkeeping. The FLSA requires that employees keep records on wages, hours, and other items, as specified in Department of Labor recordkeeping regulations. Most of the information is the kind generally maintained by employers; the records do not have to be kept in any particular form and time clocks need not be used. For more information, contact the Wage and Hour Division of the U.S. Department of Labor at 515-284-4625.

4) Child labor standards. Fourteen is the minimum age for library work; youths 14 and 15 years old may work at the library outside of school hours under the following conditions:

- ' no more than 3 hours per school day and 18 hours in the school week
- ' no more than 8 hours on a non-school day or 40 hours in a non-school week
- ' work may not begin before 7:00 a.m. or after 7:00 p.m. except from June 1 through Labor Day when evening hours are extended to 9:00 p.m.

A library may hire youths 16 years of age and over to work unlimited hours within the guidelines of the FLSA.

Iowa Public Official Act or “Iowa Gift Law”

“Except as otherwise provided in this section, a public official, public employee, or candidate, or that person’s immediate family members shall not, directly or indirectly, accept or receive any gift or a series of gifts.” (Iowa Code 68B.22)

The library director and the trustees are subject to the Iowa Gift Law. You cannot accept a gift for personal use that has a value of over \$3.00 from anyone who wants to do business with the library. For example, you cannot personally accept a gift from a book salesperson that could sell books to your library. However, if the benefit is available generally, it is not considered a gift. For example, if Baker and Taylor provides books discounts to library staff members in all libraries, it is not considered a gift to an individual employee and does not fall under the Iowa Gift Law.

Compatibility of Office

Compatibility of office is a question which is often asked by library trustees. In 1912, the Iowa Supreme Court in the State ex — Crawford vs. Anderson case stated ...

“the consensus of judicial opinion seems to be that the question must be determined largely from a consideration of the duties of each office, having, in so doing, a due regard for the public interest ... It is generally said that the test of incompatibility is whether there is an inconsistency in the function of the two, as where one is subordinate to the other and subject to some degree to its revisory power, or where the duties of these two offices are inherently inconsistent and repugnant.”

And further that ... *“it is held that incompatibility in office exists where the nature and duties of the two offices are ...such as to render it improper, from consideration of public policy, for an incumbent to retain both.”*

Not all possible combinations of public office have been tested in the courts or ruled upon by the Attorney General’s office; however, the following offices, specifically applying to libraries, have been ruled “incompatible”:

- 1) council member and library board member
- 2) mayor and library board member.

A person may seek an office position currently incompatible with the office now held if the person gives up the current office upon taking over the new office.

Board Liability

Are library trustees subject to personal liability? According to the Code of Iowa, Chapter 670.2,

“A person who performs services for a municipality or an agency or subdivision of a municipality and who does not receive compensation is not personally liable for a claim based upon an act or omission of the person performed in the discharge of the person's duties, except for acts or omissions which involve intentional misconduct or knowing violation of the law, or for a transaction from which the person derives an improper personal benefit. For purposes of this section, "compensation" does not include payments to reimburse a person for expenses.”

The legal power of the library board comes when the board acts as a body. When the board acts as a body, it could be subject to liability in these instances:

- ' Acts in excess of authority, i.e. inappropriate expenditures or exceeding budget spending levels
- ' Failure to act when action should have been taken, i.e., failure to meet contractual obligations
- ' Negligence, i.e., unsafe buildings and grounds, failure to supervise funds
- ' Intentional misconduct, i.e., libel, improper discharging of an employee, theft
- ' Acts in violation of the law, i.e., authorizing payment of improper expenses, failing to follow proper rules for hiring

Other Rules and Laws

Americans With Disabilities Act (ADA)

Libraries are subject to the ADA including assuring that persons with disabilities can use the services of the library. A library being built or remodeled must be constructed without obstructions to a person with a disability. Questions about specific building requirements should be addressed to the State Fire Marshall's office in the Iowa Department of Public Safety at 515-281-5132. The website for the Fire Marshall's office is <http://www.state.ia.us/government/dps/fm/>

There is detailed information about the Americans with Disabilities Act on the United States Department of Justice website at <http://www.usdoj.gov/crt/ada/adahom1.htm>

Occupational Safety and Health Act (OSHA)

OSHA is located in the U.S. Department of Labor, and it's mission is to protect the health of Americans in the workplace. Information on OSHA can be obtained on the federal level at <http://www.osha.gov/> If there is a question about staff safety or health in the library, contact the Iowa Division of Labor Services at 515-281-3447. Their website is <http://www.iowaworkforce.org/labor/index.html>

An architect for building a public library

In Iowa, a registered architect is required to perform the design of a public library. A library is considered a building for “governmental use”. See Iowa Code 544A, or the administrative rules. Refer to 544A.18 for Exceptions, and to 193B-1.5 (544A.17A) for Definitions. Questions may be referred to the Iowa Department of Commerce, 515-281-7362 or see the website of the Department at <http://www.state.ia.us/government/com/>

Theft law

Iowa Code 702.22 provides definitions of library materials and equipment and Iowa Code 714.5 relates to the theft of library materials. Books overdue for two months, and equipment overdue by one month, can be prosecuted as theft under this law. Before taking any legal steps, the library must have made a reasonable attempt to notify the customer that the material is overdue and that legal remedies may be taken. One notice to the customer must be by certified mail.

The library may request help from law enforcement in getting the library’s property back. The library can require a deposit on library equipment before it be checked out, and in the case of late returns, can penalize the customer up to 25% of the value of the equipment. The law requires that the library post a notice about Iowa Code 714.5 and about any fees that may be imposed by the library.

Library meeting rooms

The library board is charged with responsibility for the library, including meeting rooms. The major decision to be made in this area is whether to allow meeting rooms to be used for library programs only or to open them up to community groups. A federal court ruling in 1989 defined library meeting rooms used by the public as public forums in which constitutionally guaranteed free speech is allowed. This means that if a library meeting room is open to one public group it must be open to all public groups. The library board may make rules on the times that the meeting room can be used, how much may be charged for the room use and the manner or use of the facility, but not which group can use if it is open to public groups.

Another law applying to library meeting rooms is Iowa Code 43.93. Under this law, library meeting rooms must allow a precinct caucus to be held in the library. In part, the section states that *“upon application of the county chairperson, the person having control of a building supported by taxation under the laws of this state shall make available the space necessary to conduct the caucus without charge during presidential election years and at a charge not greater than that made of its use by other groups during other years.”*

28E Agreements

There are situations in which a public library would like to enter into a formal agreement with another library or governmental agency to provide or share a service. In these situations, creating what is called a “28E Agreement” may be beneficial. Chapter 28E of the Code of Iowa is titled “Joint Exercise of Governmental Powers” and allows for agencies to cooperate in a number of ways. One example is a library in Iowa jointly administered by the city and the school through a 28E Agreement. Other examples may include sharing personnel, facilities or

equipment between one public library and another or other governmental agency . Iowa Code 28E outlines the parameters of such an agreement.

Joint school and public libraries

Although there are few joint libraries in Iowa, nearly every community planning for a new library building at least briefly considers the feasibility of a combined school and public library facility. There are a number of options and issues associated with such an undertaking. For help in considering the feasibility and ramifications of a joint library, contact your Library Service Area or request the booklet *Iowa Joint Use Library Guide*, 1996 from the State Library. The *Iowa Joint Use Library Guide* discusses topics related to joint school and public libraries such as decision making authority, financing, physical facility, staffing, collection development and services/programming.

Library Districts

Legislation passed by the Iowa Legislature and signed by the Governor in 2001 make it possible to establish library districts. Library districts may be composed of one or more counties, one or more cities, or any combination of cities and counties. To form a library district, five percent of the eligible voters who voted for president of the United States or governor, as the case may be, within the district at the last general election would petition the board of supervisors of the county or the city council, for the establishment of the library district. The board of supervisors of each county and the city council of each city containing area within the proposed district would submit the proposition to the registered voters. A library district would be established if a majority of the electors voting on the proposition residing in the proposed library district favored its establishment.

Prior to this legislation, the Code of Iowa allowed for the establishment of only two types of public libraries—city libraries or county libraries. This legislation does not require cities, counties and wider geographic areas to establish a particular structure, rather, it allows them to choose among a number of library governance models to fit their needs.

Nolte v. Brown Memorial Library, Dumont

In *Nolte v. Brown Memorial Library*, No. 00-1045, slip op. (Iowa App. March 27, 2002), the Iowa Court of Appeals invalidated a real estate contract that the Dumont library board had entered into because the Dumont city council did not approve the contract. Although to date the decision remains unpublished, it raises questions about whether local library boards in fact have as much independence from their city councils as previously thought. However, because the decision was based heavily on the language of Dumont's ordinance section 17.02(4), the ultimate impact of the decision may be limited if other cities' ordinances regarding council approval of contracts is different than the language of Dumont's ordinance. Some people have argued that the impact of the decision is limited to real estate contracts.

Have your library director consult with your city attorney about whether it is wise for the library to change the way it conducts business in light of the Court's decision. Neither the State Library nor the Iowa Attorney General's office can give you legal advice about this issue.

Chapter 13: Library Agencies and Associations

Trustees interested in doing an effective job will recognize the value of constantly improving their knowledge of national and state associations, the State Library of Iowa, and the Iowa Library Service Areas. Libraries are impacted by all these organizations outside their local jurisdictions. Closer working relationships can make possible the sharing of innovative ideas and solutions for problems.

Trustees may sometimes be hesitant about memberships in professional groups because they feel the leadership is composed primarily of librarians. However, one of the many attributes a trustee needs to cultivate is the conviction that trustees are professionals too! One of the great values of membership in professional associations is the exchange between trustees and librarians.

State Associations

There are several organizations in Iowa which can provide assistance to library trustees. These organizations offer activities related to local trustee interests and are a good way to meet trustees from other libraries in the state.

The Iowa Library Association (ILA) is the professional association for librarians, trustees and interested persons in Iowa. ILA sponsors an annual conference in the fall and supports a lobbyist to represent library legislative interests at the state level. The subdivisions of ILA offer an opportunity to be involved in library activities and issues beyond your own library.

Iowa Library Association
3636 Westtown Parkway, Suite 202
West Des Moines, IA 50266
515-273-5322 Fax 515-273-5323
<http://www.iowalibraryassociation.org/>

Newsletter: *The Catalyst*

The Iowa Library Trustees Association (ILTA) is part of ILA. It provides educational and promotional programs designed particularly for public library trustees. Those programs have included Workshops in Library Leadership (WILL) and programs at ILA conferences.

National Associations

There are a number of national library organizations which are important to trustees and librarians alike.

The American Library Association (ALA), <http://www.ala.org/> is the national association for librarians, trustees and others interested in library concerns. ALA sponsors national conferences every summer and winter, and publishes books and journals on professional issues, including its news journal, *American Libraries*. The Washington Office of ALA is a very effective advocate in national library-related issues and concerns.

American Library Association
50 E. Huron Street
Chicago, IL 60611
(312) 944-6780

ALA Washington Office
1301 Pennsylvania Ave., NW #403
Washington, D.C. 20004
(202) 628-8410

Journal: *American Libraries*

The Association for Library Trustees and Advocates (ALTA), <http://www.ala.org/alta/> is, “dedicated to promoting and ensuring outstanding library service through educational programs that develop excellence in trusteeship and actions that advocate access to information for all. ALTA strives to educate and empower library trustees to advocate for and adopt library policies that promote the highest quality library and information services and ensure access to information for all.”

Publications: See http://www.ala.org/alta/pubs_main.html

The Public Library Association (PLA), <http://www.pla.org/> is the division of ALA which provides similar services for public librarians. PLA sponsors its own national conferences as well as programs at ALA conferences.

Journal: *Public Libraries*

The State Library of Iowa

The State Library of Iowa is an independent division of the Iowa Department of Education. It advocates for Iowa libraries and promotes excellence and innovation in library services in order to provide statewide access to information for all Iowans. Like public libraries, the State Library is governed by a board of trustees called the Iowa Commission of Libraries. The Commission has policy and budget authority as well as the authority to hire and fire the State Librarian.

There are three major service areas of the State Library: Library Development, State of Iowa Libraries Online (SILO) and Direct Library Services.

Library Development provides services to librarians and libraries. Information about programs and services can be found at <http://www.silo.lib.ia.us/> and is summarized below.

Access Plus (part of Enrich Iowa funding), an interlibrary loan reimbursement program which encourages equal access to library resources for Iowans by supporting multitype library resource sharing. Participating libraries agree to provide interlibrary loan without charge to Iowa libraries and library users. The program pays a subsidy for each item loaned to eligible Iowa libraries.

Continuing Education, offered by the State Library through workshops for librarians and trustees and the Public Library Management classes. In addition, the State Library publishes an electronic continuing education catalog which highlights continuing education programs offered by the State Library, the Library Service Areas and other sponsors.

Direct State Aid (part of Enrich Iowa funding) is distributed to public libraries based on achievement of public library standards in *In Service to Iowa: Public Library Measures of Quality*, 3rd Edition, 1997. The three part formula includes:

- ' Base amount (\$1,000, \$2,000 or \$3,000) dependent on compliance with three tiers of standards
- ' Per capita amount (\$0.20, \$0.40 or \$0.60) dependent on compliance with three tiers of standards
- ' Three percent (3%) of the amount of funding received by the library in the previous year for service to rural residents and to contracting communities (The percentage is the same for all tiers.)

Enrich Iowa funding includes Direct State Aid (for public libraries only), Open Access and Access Plus.

Library Science Collection, books, journals and videos on topics of interest to library directors, library staff and trustees.

Library Services and Technology Act (LSTA), which authorizes federal aid for libraries and is administered by the State Library. These funds are an annual appropriation to the State Library to provide services and assistance to libraries. For current information on LSTA, contact the State Library of Iowa.

Open Access, (part of Enrich Iowa funding) a reciprocal borrowing program which enables library card holders from a participating library to directly check out materials, free of charge, from over 600 other libraries participating in the program. The program provides Iowans with more choices in library service, the convenience of using a library wherever they happen to be, and direct access to more materials and resources. Libraries participating in Open Access are subsidized by the State Library for each item loaned to a non-resident user.

Public Librarian Certification, a voluntary program, helps improve library service to people in Iowa by developing the skills of public library staff members. There are six levels of certification. Depending on the level, individuals must meet certain work experience and/or educational requirements. To renew a certificate, 45 contact hours of continuing education must be completed.

Public Library Standards and Accreditation, a voluntary program which encourages the ongoing development of quality library service in Iowa. The program is based on *In Service to Iowa*, a manual of standards for public libraries developed by librarians and trustees.

State of Iowa Libraries Online (SILO), a statewide electronic library information network that, among other things, connects libraries to the information resources available via the Internet. Some of these resources include:

- ' electronic catalogs of the State Library, public libraries, and Iowa's university libraries
- ' the statewide library catalog known as the Iowa Locator that contains the holdings of over 600 Iowa libraries
- ' thousands of databases worldwide
- ' online reference sources such as an index to magazines, newspapers, government publications, etc.

SILO also facilitates the borrowing and lending of materials from one library to another library, saving customers valuable time in getting the resources they need.

The State Library's **Direct Library Services** include:

Information Services, including research services provided to the Iowa General Assembly during the legislative session. In addition, all branches of state government rely on the State Library for assistance in finding information they need to provide services to the citizens of Iowa. Offers a collection of videos in three subject areas: library science, health and management. These are available for loan free of charge to libraries as well as individual customers.

Medical Library, provides research and information services to health science professionals and the general public. It is one of the largest medical library collections in Iowa. Maintains HealthInfoIowa, a consumer health website: <http://www.healthinfoiowa.org/>

Patent Depository Library provides public access to federal indexes and patents from 1972 to the present. Maintains a database of Iowa Inventors, 1843-1974.

State Data Center (Census) is the official source for U.S. census statistics about Iowa such as population, housing, agriculture, business, industry and government. The center answers census related questions and provides publications and data products including an extensive website: <http://www.silo.lib.ia.us/>

State Documents Center provides access to the thousands of publications produced by state agencies, the state legislature, and state universities. Changes in how documents are published have led the State Library to partner with the State's Information Technology Department to develop an archive for electronic documents. In addition to electronic access, print publications are made available to a network of public, university and college libraries across Iowa, thus providing Iowans with convenient geographic access to state publications.

Law Library, established to provide Iowa lawmakers, government employees, the Iowa legal community, and the general public with a highly specialized legal collection of treatises and both state and federal statutory, regulatory, and case law. Law Library staff fill quick reference requests and will assist in locating needed legal information.

State Library of Iowa
East 12th and Grand Avenue
Des Moines, Iowa 50319
(515) 281-4105
(800) 248-4483
<http://www.silo.lib.ia.us/>

Selected Publications:

- ' Footnotes (monthly newsletter)
- ' Iowa Public Library Statistics
- ' Summer Library Program Manual
- ' Iowa Library Directory

Iowa Library Service Areas (LSA)

The Iowa Library Service Areas (formerly Regional Libraries) provide supporting services to libraries and encourage local financial support for library services. Each LSA serves a specific geographic area and is governed by a seven member board. The boards are made up of representatives of the following: area education agency, public library trustee, public library employee, community college and the public at large.

The seven Library Service Areas provide the four mandated services listed below:

Consultation: LSA staff provide consulting services to local library staff, trustees, and local government officials. They are available to work with local libraries on any subject as the need arises. Examples include technology, budgeting, planning, collection evaluation, reference services, and programming. LSA staff also provide information about State Library programs and services including Enrich Iowa (direct state aid, Open Access and Access Plus) accreditation, certification, SILO, etc.

Continuing Education: The Library Service Areas offer continuing education programs which meet the needs of library staff and trustees in their geographic area. The LSA offer workshops that can be applied by local library staff towards recertification of their public librarian's certificate.

Information Services: Reference questions from the public that cannot be answered by the local library can be sent to the back-up reference service provided by the Library Service Areas.

Interlibrary Loan: Library Service Area staff train local library staff so they can borrow and lend materials for their customers through SILO Interlibrary Loan. Library Services Areas process interlibrary loans when a library does not have access to SILO or when the material must be obtained from out of state.

Central Iowa Library Service Area, <http://www.cilsa.lib.ia.us/>
P.O. Box 22100
Clive, IA 50325
(515) 223-7709
Publication: Electronic Maillist

East Central Library Services, <http://www.ecls.lib.ia.us/>
222 Third St., SE, Suite 402
Cedar Rapids, IA 52401
(319) 365-0521
Publication: Electronic Maillist

North Central Library Service Area, <http://www.nclsa.lib.ia.us/>
22 North Georgia, Suite 208
Mason City, IA 50401
(641) 423-6917
Publication: Electronic Maillist

Northeast Iowa Library Service Area, <http://www.neilsa.org/>
415 Commercial Street
Waterloo, IA 50701
(319) 233-1200
Publication: *Friday Notes*

Northwest Iowa Library Services, <http://www.nwrl.lib.ia.us/>
529 Pierce Street
Post Office Box 1319
Sioux City, IA 51102
(712) 255-2939
Publication: *Monday Morning Eye-Opener* (electronic bulletin)

Southeastern Library Services, <http://www.sls.lib.ia.us/>
4209½ Locust Street
Davenport, IA 52804
(563) 386-7848
Publication: *Regional Rag*

Southwest Iowa Library Service Area, <http://www.swilsa.lib.ia.us/>
310 W. Kaneshville, M-4
Council Bluffs, IA 51503
(712) 328-9218
Publication: *Newsline Online*

Glossary

Libraries have a language all their own. If you are new to the world of libraries, understanding these terms and acronyms, or at least knowing where you can look them up, will help you communicate!

AACRII - Anglo-American Cataloging Rules, second edition. The standard set of rules for cataloging used by many libraries in the U.S., Canada, and Britain.

ABSTRACT - A brief description of a document, prepared by an author or professional abstractor, which identifies its major points. See also "annotation".

ACADEMIC LIBRARY - The library of a college, university, or other institution for higher education, organized to meet the information needs of students, faculty, and staff.

ACCESS - Availability of the library and its services to residents of an area served. In a larger sense, the ability to obtain sources of information through a library and its links to other sources.

ACCESSION NUMBER - A consecutive number assigned to each major item as it is added to a library collection.

ACCREDITED LIBRARY SCHOOL - A college or university offering a library education program meeting standards of the American Library Association and officially accredited by a committee of ALA. Called "approved graduate library school" in the Iowa law.

ACQUISITIONS - The activities related to obtaining library materials by purchase, exchange, gift, or other means. New items received are often publicized to users in an acquisitions list.

ACRL - Association of Colleges and Research Libraries, a forum of the Iowa Library Association and the American Library Association.

ADA - Americans with Disabilities Act. This Act gives civil rights protections to individuals with disabilities and impacts libraries as service providers and as employers.

AEA - Area Education Agencies. They provide support services to schools.

ALA - American Library Association. The national association serving the interests of libraries.

ALMANAC - A publication, usually annual, containing a variety of useful facts and statistics, current and past. Almanacs may be general (*World Almanac and Book of Facts*) or related to a specific field or discipline (*Almanac of American Politics*).

ALTA - Association of Library Trustees and Advocates. A division of the American Library Association devoted to the concerns of library trustees.

ANNOTATION - A note which accompanies an entry in a bibliography, reading list or catalog intended to describe, explain, or evaluate the referenced item. See also abstract.

ARCHIVES - 1) The organized body of non-current records of an organization which are preserved because of their continuing value. 2) The depository itself.

ATTACHMENT - A file of any type linked to an e-mail message in such a way that the two are transmitted together to the desired destination.

AUDIO BOOK - A book which has been read onto an audiotape or compact disk, usually by a professional reader or sometimes by the author. Synonymous with book-on-tape or talking book.

AUDIO-VISUAL - A generic term for non print materials such as films, filmstrips, slides, video recordings, audio compact discs, audiotapes, CD-ROMs, machine-readable data files, and computer software. Synonymous with media.

AUTHORITY FILE - An official list which establishes, for consistency, the authoritative forms of headings to be used in a catalog.

BANNED BOOK - A book whose production, distribution, circulation, or sale has been prohibited or suppressed by secular or ecclesiastical authorities because its content is considered objectionable or dangerous.

BCR - Bibliographic Center for Research. A broker for OCLC and databases that also provides continuing education and support services for libraries.

BIBLIOGRAPHIC UTILITY - A computer-based network offering support functions to libraries, particularly in cataloging/technical services. See OCLC.

BIBLIOGRAPHIC RECORDS - The cataloging information used to describe and access an item.

BIBLIOGRAPHY - A list of documents which usually have something in common, such as by a given author or on a given subject.

BIP - Books in Print. A listing available as a multivolume print set, on CD-ROM or online of currently available titles used for ordering books.

BOOK-ON-TAPE - A book which has been read onto an audiotape, usually by a professional reader or sometimes by the author. Synonymous with audio book or talking book.

BOOK PROCESSING - The activities for preparing books for use, including putting on jackets, labels, book pockets and cards or barcodes and stamping ownership marks. Part of technical services or processing.

BOOKS AND MATERIALS SELECTION - The process of deciding what to buy for the library. Selection is usually based on a policy adopted by the library board, the goals and objectives of the library, use of selection guides, funds available and the skill of the library staff in meeting local needs. Materials include all types: books, periodicals, videocassettes, computer software, compact disks, electronic databases, etc.

CALL NUMBERS - The classification number on an item of library material used to mark the item, shelve it properly, list it in the catalog and find it for a user. The Dewey Decimal and the Library of Congress are two classification systems.

CATALOG - A file of bibliographic records created according to specific, uniform principles of construction which describes the materials in a collection, a library, or a group of libraries. It may be in the form of a card catalog or an online catalog.

CATALOGER - A librarian who performs descriptive or subject cataloging and may also perform related tasks such as classifying or creating a shelflist.

CATALOGING - The process of physically describing library materials, for example, a book so that it can be listed in a catalog and located on a shelf for use by patrons.

CCC - Copyright Clearance Center - An organization created by authors, publishers, and users of copyrighted materials to provide a central source for authorizations to use materials and to collect and distribute royalty fees.

CD - Compact Disc. A high capacity storage device using laser technology to read data in digital form.

CD-ROM - Compact Disc-Read Only Memory. A permanent file in compact disk format.

CE - Continuing Education.

CENSORSHIP - Prohibition of the production, distribution, circulation, or display of a work by a governing authority on grounds that it contains objectionable material. The person who determines what is to be prohibited or prevented from being published is known as a censor.

CIP - Cataloging in Publication - 1) The program started by the Library of Congress which gathers bibliographic data on a book before publication. 2) A book's bibliographic record, usually found on the verso of its title page.

CIRCULATION - Statistics showing use of the library by a count of materials checked out. Also, department or area of the library which receives returned material and checks out materials to the user.

CIRCULATION SYSTEM - The policies and procedures used in a library for lending materials to users and keeping records of the loans.

CITATION - A note referring to a published work from which a passage is quoted or to some source as authority for a statement or proposition.

CLASSIFICATION SYSTEM - A system for arranging books and other materials according to subject or form. The system most commonly used by public libraries is Dewey Decimal Classification.

COLLECTION - A one-word term for the library's total holdings, the books, videos, tapes, CDs, pictures, etc. which make up the materials the library has on hand for its users. A special collection refers to an area of specialization: for example, rare books, or local history or regional authors.

COLLECTION DEVELOPMENT - A term which covers the activities related to managing the library collection: setting selection policy, assessing user needs, studying collection use, selecting materials, maintaining the collection, weeding, etc.

COLLECTION DEVELOPMENT POLICY - A formal written statement of the principles guiding a library's selection of new materials, including its policies concerning gifts and weeding.

COOPERATIVE SYSTEM - A group of libraries banded together by formal or informal agreement which states common services to be provided, such as cooperative book buying, cataloging, and reference service. See also multi type library system and network.

COPYRIGHT - The exclusive privilege of publishing and selling a work granted by a government to an author, composer, artist, publisher, etc. Libraries have a special interest in fair use of copyrighted material.

CPU - Central Processing Unit. This is the main piece of hardware (brains) of a computer system.

CROSS REFERENCE - A direction in indexing and cataloging from one heading to another. Examples: a "see" reference tells you to look elsewhere for all items relating to the subject matter sought; a "see also" reference tells you to look elsewhere for other items relating to the subject sought.

CURRENT AWARENESS SERVICE - A system and often a publication for calling current documents to the attention of library users. See also "SDI".

CURSOR - A small blinking point of light or vertical bar on a computer screen which can be positioned by the user via a keyboard or mouse to indicate where a new character will appear when typed, or a new operation is to occur when initiated by the user.

CUTTER NUMBER - A system developed by C.A. Cutter which combines letters from an author's name and numbers assigned from a table to form part of a book's call number.

CYP - Children's & Young People's Forum of the Iowa Library Association.

DATABASE - A systematic organization of information stored in a computer file for searching and retrieval.

DEPOSITORY LIBRARY - A library which is legally designated to receive free copies of all or selected government publications and make them available to the public.

DESCRIPTIVE CATALOGING - The part of cataloging concerned with describing the physical details of a book, such as the form and choice of entries and the title page transcription.

DESCRIPTOR - An identifying word, in indexing, assigned to a document, usually within a computerized index, to designate one of the subjects treated in the document.

DEWEY DECIMAL CLASSIFICATION - A subject classification system for books developed by Melvil Dewey (1851-1931) that divided all knowledge into ten classes arranged in numeric sequence and further divided by a decimal system.

DIALOG - DIALOG Information Services, Inc. An online database service produced by Knight Ridder which offers access to a wide range of full-text and bibliographic databases.

EBSCOhost - a web-based information resource which includes full text magazines, newspapers and reference tools. Access to EBSCOhost is made possible through a partnership between the State Library of Iowa and Iowa's Area Education Agencies. Funding is provided by your local library and the State Library using federal Library Services and Technology Act dollars.

E-MAIL - Electronic mail. Messages sent through a communications network from one computer to another.

E-MAIL SIGNATURE - The tag-line at the end of e-mail messages. For example, e-mail software can automatically list the sender's name, phone number, and e-mail address at the bottom of every message.

END USER - A library user who requests and uses information obtained from an online search.

ERIC - Educational Research Information Clearinghouse - 1. An organization sponsored by the U.S. Department of Education which acquires, processes, stores, and disseminates important educational literature through 16 clearinghouses across the U.S. 2. An online database containing bibliographic information about educational literature.

FAIR USE - The special conditions (such as criticism, news, teaching, or research) under which all or portions of a copyrighted work may be reproduced without infringing upon the copyright laws.

FEE-BASED INFORMATION SERVICE - A term covering individuals and enterprises providing library and information services for a fee, such as information brokers and freelance librarians.

FIBER OPTICS - A communications system which uses very thin strands of glass to conduct information coded in pulses of light. The Iowa Communications Network (ICN) is a fiber optics based system (in which libraries participate) used to transmit voice, data and video.

FICTION - From the Latin "fictio" meaning "to make" or "to counterfeit." Prose literary works portraying characters and events created in the imagination of the writer to entertain and expand vicariously the reader's experience. In historical fiction, characters and events usually bear some relationship to what actually happened, but any dialogue is reconstructed or imagined by the author

FILE - Any organized collection of data, documents, or records.

FIRSTSEARCH - An collection of reference databases offered by OCLC that provides records and some fulltext for books, articles, theses, films, computer software, and other types of material. The State Library of Iowa pays for a statewide license for FirstSearch enabling local libraries to take advantage of this resource.

FLOOR LOAD CAPACITY - The weight of material that a floor can safely accommodate. Of special importance in areas holding library stacks and vertical files.

FLSA - Fair Labor Standards Act (federal). Establishes minimum wage, overtime pay, recordkeeping and child labor standards.

FONT SIZE - The dimensions (height and width) of the body size of a type font, usually given in points. Here are examples of 8 point type and 14 point type.

FORMAT - Refers to the overall physical appearance of any printed document or publication, including its size, proportions, quality of paper, typography, illustrations, and style of binding. In a broader sense, the sum of the physical characteristics of any print or non print document.

FTP - File Transfer Protocol which allows files to be copied directly from one computer to another over the Internet without having to attach them as in e-mail.

GENRE - A type or class of literature. In fiction, genre are based on form (novel, novelette, short story, etc.) and theme (mystery, romance, fantasy, science fiction, western, etc.).

GLOSSARY - An alphabetical list of terms concerned with a particular subject or area of interest, together with definitions.

GOVERNMENT DOCUMENT - Any publication, whether in book, serial or non-book form, bearing the imprint of a federal, state, local, or foreign government or of an intergovernmental organization.

GPO - Government Printing Office. A source of federal government publications.

HARDWARE - The bolts, nuts, boards, chips, wires, transformers, circuits, etc. in a computer - the physical components of a computer system.

HOLDINGS - The total stock of materials (print and nonprint) owned by a library listed in its catalog. Synonymous in this sense with library collection.

HOMEPAGE - The first or main page of a site on the World Wide Web, which appears on the computer screen whenever a user logs on to a Web browser and opens the site's address (URL).

HTML (HYPERTEXT MARK UP LANGUAGE) - The standard format used to create hypertext documents for users of the World Wide Web.

HYPertext- A method of organizing data in an electronic file or database in such a way that sources can be interlinked, rather than viewed separately in linear sequence. Hypertext is the basic organizing principle of the World Wide Web.

ICN - Iowa Communications Network. A fiber optics network designed to transmit voice, video and data.

IEMA - Iowa Education Media Association. The association serving the interest of school libraries.

ILA - Iowa Library Association. The association serving the interests of libraries.

ILAF - Iowa Library Association Foundation.

ILL - Interlibrary loan

ILOMS - Iowa Libraries of Medium Size.

ILTA - Iowa Libraries Trustee Association.

INDEX - A guide, usually in alphabetical, chronological, or numerical order, to the topics and names included in a document or a collection of document.

INTEGRATED LIBRARY SYSTEM - A group of automated library subsystems working together and communicating within the same set or system of software to control such activities as circulation, cataloging, acquisitions, and serial control.

INTELLECTUAL FREEDOM - The right under the U.S. Constitution of any person to read or express views which may be unpopular or offensive to others, provided they are not libelous.

INTERLIBRARY LOAN - Originally, one library borrowing from another in order to serve the user. Now, a system of interlibrary cooperation which allows libraries to obtain information and materials for their users no matter which library owns it.

INTERNET - An international system of computer networks through enabling users to communicate via e-mail, find information on the World Wide Web, transfer data and program files via FTP, and access remote computer systems such as library catalogs.

INVENTORY - 1) A checking of the library collection against the shelflist to determine missing items. 2) The physical listing of all records or documents in a collection.

IPAL - Iowa Private Academic Libraries.

IPERS - Iowa Public Employees Retirement System. The principal purpose of IPERS is to provide an adequate retirement plan for career public employees.

ISBN - International Standard Book Number. A unique identification number printed in books by international agreement.

ISLA - Iowa Small Library Association which voted in 2002 to become a subdivision of ILA.

IUPLA - Iowa Urban Public Libraries Association.

JOBBER - A wholesale book supplier who supplies many titles from different publishers and sells them to libraries and retailers.

KEYWORD - A word used during an information retrieval search to find a particular word in an author, title, abstract or subject field. This is especially useful when the word is not used as a recognized subject term within the index being searched.

LISTSERV - An e-mail discussion forum which allows participants to subscribe and automatically receive messages posted to the list by other subscribers. Participants may also post their own messages and replies which are automatically disseminated to the other subscribers to the list. "LISTSERV" is actually a brand of software that runs e-mail discussion groups. The preferred term for an e-mail discussion group is "maillist."

LAMA - Library Administrators & Management Association of the American Library Association.

LAN - Local area network. A local area network links computers and other devices within a library. A LAN enables all users on the network to communicate and to share resources such as computer files and printers.

LC - Library of Congress. The unofficial national library of the U.S. which serves Congress and provides many services to all types of libraries.

LEXIS - A group of online databases from Mead Data Central offering the full texts of legal decisions and related information.

LIBRARIAN - A person responsible for the care of a library and its contents, including the selection, organization, and processing of materials, and the delivery of information, instruction, and loan services to meet the needs of its users.

LIBRARY OF CONGRESS - The library in Washington, D.C. which serves the U.S. Congress and other libraries. LC does cataloging while books are in the publication process so that cataloging information can be available as soon as the book is purchased by libraries.

LIBRARY OF CONGRESS CLASSIFICATION - A subject classification system for books devised by the LC that divides knowledge into 21 subject areas and has a notation of letters and figures that allows for expansion. It is used mostly in academic and special libraries.

LJ - *Library Journal*. A professional journal widely read by librarians.

LSTA - Library Services and Technology Act. Authorizes federal aid for libraries and is administered by the State Library of Iowa.

MAILLIST - An e-mail discussion forum which allows participants to subscribe and automatically receive messages posted to the list by other subscribers. Participants may also post their own messages and replies which are automatically disseminated to the other subscribers to the list.

MAIN ENTRY - The basic catalog entry for a document, usually the author entry, giving all the information necessary for the complete identification of the item.

MARC - MACHine Readable Cataloging. An international standard digital format for bibliographic information that allows one particular type of machine, a computer, to read and manipulate the information. MARC records are the basis for automated catalogs. Originally developed by the Library of Congress.

MEDIA - A generic term for non-print materials such as slides, video recordings, audio compact discs, audiotapes, DVDs, CDs, machine-readable data files, and computer software. Synonymous with audio-visual.

MEDLINE/PubMed - Developed by the National Library of Medicine, this online database provides access to over 12 million MEDLINE citations including references and abstracts from 4500 biomedical journals. It is the world's leading bibliographic database for medical information.

MEDLINEplus - a source of authoritative health information from the world's largest medical library, the National Library of Medicine, used by health professionals and consumers alike

MICROFILM - A continuous roll of photographic film, used to store miniaturized text which can be magnified and copied only with the aid of a reader-printer machine. In some libraries, back files of periodicals are routinely converted to microfilm to save space.

MICROFICHE - A card-shaped sheet of photographic film, usually 4x6 or 3x5 inches in size, used to store miniaturized text in a grid pattern which can be magnified and copied only with the aid of a microform reader-printer machine.

MICROFORM - A generic term for any medium which contains miniaturized records, such as microfilm or microfiche.

MLA - Medical Library Association.

MLS - Master's degree in Library Science. The graduate degree for a professional librarian.

MONOGRAPH - 1) A separate treatise on one subject or person, usually detailed in treatment, but not extensive in scope, and often containing bibliographies. Frequently published in a series. 2) In cataloging, any publication which is not a serial.

MULTI TYPE LIBRARY SYSTEM - A cooperative system in which two or more types of libraries—academic, public, special, school—participate. See also network.

NCLIS - National Commission on Libraries & Information Services.

NETWORK - A group of libraries who exchange information via communication links. Can be regional local or national (e.g., OCLC). See also cooperative system, multi type library system.

NEXIS - A group of online databases by Mead Data Central containing the full texts of general news and business articles.

NLM - National Library of Medicine. A unit of the U.S. Dept. of Health and Human Services which aids in the dissemination and exchange of medical and public health information.

NON-FICTION - Prose works portraying events which actually occurred and characters or phenomena which actually exist, or which existed in the past. In libraries which use Library of Congress classification or Dewey Decimal classification, nonfiction is shelved by call number.

NON-PRINT MATERIALS - Any library materials which do not come within the definition of a book, periodical, pamphlet, or other printed material and which require special handling, such as audio-visual items, microforms, and computer software.

OCLC - Online Computer Library Center, Inc. is a nonprofit membership organization offering computer-based services to libraries, other-educational organizations, and their users. The OCLC Online Union Catalog is the world's largest and most comprehensive database of bibliographic information. This shared database supports cataloging and interlibrary loan.

ONLINE SEARCH - A literature search of databases through a computer, usually performed by an online searcher as a part of reference service.

OP - Out of Print - The term used for a book which the publisher no longer stocks and no longer intends to print.

OPAC - Online Public Access Catalog. An electronic library catalog for the public connected directly to the library computer files. Public access can be in the library and/or remote via the Internet.

OSHA - Occupational Safety & Health Act. The mission of the Occupational Safety and Health Administration (OSHA) is to save lives, prevent injuries and protect the health of America's workers.

OUTPUT MEASURES - Methods devised for measuring a library's performance, as determined by use of the library's resources and services.

PC - Personal Computer. Generic term for a microcomputer.

PERIODICAL - A type of serial publication which is issued regularly and generally more frequently than annually, each issue of which is numbered and dated consecutively and contains separate stories, articles, and other writings. For example, a magazine.

PERIODICAL INDEX - A subject index to a group of periodicals, usually issued at short intervals and cumulated (an example is *The Readers' Guide to Periodical Literature*).

PLA - Public Library Association. A division of the American Library Association focused on public libraries.

PRISM - An OCLC software update adding improved ILL service and keyword searching features.

PROCESSING - Catch-all term for preparing books and other materials to be made available to the library's users. Some materials are ordered pre-processed or ready for the shelf. Processing may include cataloging, preparation of cards, putting in book pockets, bar codes, stamping ownership marks and attaching protective covers.

PUBLIC LIBRARY - A library or library system which provides general library services and unrestricted access without charge to all residents of a given community, district, or geographic region, and is supported wholly or in part by public funds.

RANGE - One row of several sections of single- or double-faced shelving or book-cases; a component of the stacks.

READER'S ADVISORY - A service to library users where library staff, familiar with reading needs and interests, advise or recommend specific titles to users; reader's advisory also involves compiling reading lists by genre, theme, or subject.

READY OR QUICK REFERENCE - A part of reference service concerned with questions of a factual nature which can be answered readily, often from dictionaries, almanacs, directories, and other standard sources.

REFERENCE COLLECTION - Library books such as dictionaries and encyclopedias shelved together in a special location known as the reference stacks. Reference books usually may not be checked out because they are needed by library staff to answer questions from library users.

REFERENCE SERVICE - The various kinds of professional assistance, including ready or quick reference and online searching, provided to library users in their pursuit of information.

REFERENCE INTERVIEW - The interpersonal communication between a reference staff member and a library user to determine the precise information needs of the user.

RESEARCH LIBRARY - A library which contains an in-depth collection for exhaustive investigation in a particular subject field, such as a technical library, or in several subject fields, such as a university library.

RETROCON - Retrospective Conversion. The process of converting information from traditional catalog cards to an electronic format. Usually called retrospective because it involves previously-cataloged material.

RFP - Request for proposal. The document issued to advertise for vendor proposals, such as automation, equipment and/or software. Usually the RFP contains detailed specifications of the goods or services wanted.

ROLE SELECTION - Roles are broadly defined categories of service. Role selection is a step in the Public Library Association planning process, *Planning and Role Setting for Public Libraries*, 1987. In *The New Planning for Results*, 2001, service responses have replaced role selection.

RUSA - Reference and User Services Association, a division of the American Library Association.

SALA - State Agency Library Association. Members are staff working in state agency libraries.

SDI - Selective Dissemination of Information. A library service whereby users are periodically notified of new sources of information on subjects in which they previously have specified an interest. See also current awareness service.

SELECTION POLICY - The policy adopted by the board for deciding which materials should be added to a library collection. The selection policy is part of the collection development policy.

SERIAL - Any publication (periodicals, newspapers, annuals, journals, transactions of societies, numbered monographic series, and all other publications in any medium) issued in successive parts and bearing numerical or chronological descriptions.

SERIES - A group of separately published works issued in succession by a single publisher, usually related in subject, each of which bears, in addition to its own title, a collective or series title which applies to the group as a whole.

SERVICE RESPONSE - What a library does for, or offers to, the public in an effort to meet specific community needs. Thirteen service responses are described in *The New Planning for Results* published by the American Library Association, 2001.

SHELF READING OR READING SHELVES - The examination of the arrangement of books, etc., on the shelves to assure the material is in order.

SHELF LIST - A kind of catalog or inventory of items as they appear on the library shelf.

SHELF READ - Physically checking the shelves to make certain the books are in the proper location, and reshelving books to their proper places.

SILO - State of Iowa Libraries Online - a statewide electronic information network which provides access to online information databases and catalogs of other libraries. SILO also facilitates resource sharing among libraries.

SILO LOCATOR - A location tool for materials owned by libraries in Iowa, available on SILO.

SLA - Special Libraries Association. A professional association of librarians who work in special libraries such as businesses, hospitals, law offices.

SOFTWARE - The programs contained on disks, that tell the computer what to do (calculate numbers, make a mailing list, etc.).

SPECIAL INFORMATION NEEDS - General service needs inherent to a population group such as pre-schoolers, teenagers, or senior citizens. Libraries must keep the broad needs of any group in mind when designing services targeting a specific group. For example, pre-schoolers need short active programs in order to keep their attention. Senior citizens may need large print materials or outreach programs. Teenagers have a need for privacy and a sense of belonging to a peer group, and an aversion to being treated as children.

STACKS - The area in which a series of book-cases or sections of shelving are arranged in rows or ranges and used for the storage of the library's collections.

STANDING ORDER - An order placed by a library with an agent or publisher to supply each succeeding issue, volume, or part of a serial or series as it is published, until further notice.

SUBJECT HEADING - A word or group of words indicating a subject under which all material dealing with the same theme is entered in a catalog, bibliography, or index, or is arranged in a file.

SUBJECT CATALOGING - The part of cataloging concerned with creating and assigning subject headings for books and documents.

TECHNICAL SERVICES OR PROCESSING - All the activities related to obtaining, organizing, and processing library items and maintaining them with repairs.

TITLE PAGE - The page at the beginning of a book which states the title, author's name, edition, and imprint.

TRACINGS - 1) In a card catalog, a list, usually on the main entry card, of all the additional headings under which a work is found in the catalog. 2) In a bibliographic database, a record of the headings under which a bibliographic item is listed.

TURNKEY LIBRARY SYSTEM - A complete information processing system provided by a vendor, including hardware, software, installation, and training.

UNION LIST - A list of holdings for a given group of libraries of materials of a given type, in a certain field, or on a particular subject.

UNION CATALOG - Periodicals, books or other library materials owned by a number of libraries which combine their holdings in one catalog. The SILO Locator is an example of a union catalog.

VERTICAL FILE - A file of pamphlets, clippings, pictures, or other documents kept in a filing cabinet and arranged for ready reference, generally by subject.

WEB PAGE - An electronic document accessible via the World Wide Web, usually one of a group of related pages comprising a Web site.

WEB SITE - A location on the World Wide Web that provides 24-hour access to one or more interlinked pages which collectively represent the presence of an organization, company, individual, or work.

WEEDING - Removing books and other library materials no longer up-to-date or useful to the users of the library. Weeding keeps a collection current and attractive, makes way for new material and provides ongoing evaluation of the library's material and its use.

WESTLAW - An online database service from West Publishing Company which contains the full texts of legal decisions and other legal information.

WHCLIS - White House Conference on Libraries & Information Services.

WORLD WIDE WEB (WWW) - Interface for accessing the global network of information available on computers of all types and sizes which are connected to the Internet.

URL - Uniform Resource Locator, the unique address that identifies the specific location of a resource on the Internet. For example, <http://www.silo.lib.ia.us> is the url for the State Library of Iowa's homepage.

YALSA - Young Adult Library Services Association of the American Library Association.

Z39.50 - A protocol which gives library users easy access to another library's automated system. The benefits of Z39.50 are that the interface is controlled by the user's system. Familiar search strategies and cursor commands are available, and the computer, rather than the user, translates between local and remote machines.

Sources Consulted:

Prytherch, Ray, *Harrod's Librarians' Glossary: 9,000 Terms Used in Information Management, Library Science, Publishing, the Book Trades and Archive Management*. 8th ed, Brookfield, VT: Ashgate, 1995.

ODLIS: Online Dictionary of Library and Information Science, Copyright 2000 by Joan M. Reitz.
<http://www.wcsu.edu/library/odlis.html>

Appendix

ALA Intellectual Freedom Documents

(Source: Office for Intellectual Freedom, *Intellectual Freedom Manual*, 6th ed, Chicago: American Library Association, 2002)

Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.
2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.
3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.
4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.
5. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.
6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 18, 1948. Amended by the ALA Council February 2, 1961, June 27, 1967, and January 23, 1980, inclusion of "age" reaffirmed January 23, 1996

The Freedom to Read

The freedom to read is essential to our democracy. It is continuously under attack. Private groups and public authorities in various parts of the country are working to remove or limit access to reading materials, to censor content in schools, to label "controversial" views, to distribute lists of "objectionable" books or authors, and to purge libraries. These actions apparently rise from a view that our national tradition of free expression is no longer valid; that censorship and suppression are needed to avoid the subversion of politics and the corruption of morals. We, as citizens devoted to reading and as librarians and publishers responsible for disseminating ideas, wish to assert the public interest in the preservation of the freedom to read.

Most attempts at suppression rest on a denial of the fundamental premise of democracy: that the ordinary citizen, by exercising critical judgment, will accept the good and reject the bad. The censors, public and private, assume that they should determine what is good and what is bad for their fellow citizens.

We trust Americans to recognize propaganda and misinformation, and to make their own decisions about what they read and believe. We do not believe they need the help of censors to assist them in this task. We do not believe they are prepared to sacrifice their heritage of a free press in order to be “protected” against what others think may be bad for them. We believe they still favor free enterprise in ideas and expression.

These efforts at suppression are related to a larger pattern of pressures being brought against education, the press, art and images, films, broadcast media, and the Internet. The problem is not only one of actual censorship. The shadow of fear cast by these pressures leads, we suspect, to an even larger voluntary curtailment of expression by those who seek to avoid controversy.

Such pressure toward conformity is perhaps natural to a time of accelerated change. And yet suppression is never more dangerous than in such a time of social tension. Freedom has given the United States the elasticity to endure strain. Freedom keeps open the path of novel and creative solutions, and enables change to come by choice. Every silencing of a heresy, every enforcement of an orthodoxy, diminishes the toughness and resilience of our society and leaves it the less able to deal with controversy and difference.

Now as always in our history, reading is among our greatest freedoms. The freedom to read and write is almost the only means for making generally available ideas or manners of expression that can initially command only a small audience. The written word is the natural medium for the new idea and the untried voice from which come the original contributions to social growth. It is essential to the extended discussion that serious thought requires, and to the accumulation of knowledge and ideas into organized collections.

Now as always in our history, books are among our greatest instruments of freedom. They are almost the only means for making generally available ideas or manners of expression that can initially command only a small audience. They are the natural medium for the new idea and the untried voice from which come the original contributions to social growth. They are essential to the extended discussion which serious thought requires, and to the accumulation of knowledge and ideas into organized collections.

We believe that free communication is essential to the preservation of a free society and a creative culture. We believe that these pressures toward conformity present the danger of limiting the range and variety of inquiry and expression on which our democracy and our culture depend. We believe that every American community must jealously guard the freedom to publish and to circulate, in order to preserve its own freedom to read. We believe that publishers and librarians have a profound responsibility to give validity to that freedom to read by making it possible for the readers to choose freely from a variety of offerings. The freedom to read is guaranteed by the Constitution. Those with faith in free people will stand firm on these constitutional guarantees of essential rights and will exercise the responsibilities that accompany these rights.

We therefore affirm these propositions:

1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those that are unorthodox or unpopular with the majority.

Creative thought is by definition new, and what is new is different. The bearer of every new thought is a rebel until that idea is refined and tested. Totalitarian systems attempt to maintain themselves in power by the ruthless suppression of any concept that challenges the established orthodoxy. The power of a democratic system to adapt to change is vastly strengthened by the freedom of its citizens to choose widely from among conflicting opinions offered freely to them. To stifle every nonconformist idea at birth would mark the end of the democratic process. Furthermore, only through the constant activity of weighing and selecting can the democratic mind attain the strength demanded by times like these. We need to know not only what we believe but why we believe it.

2. Publishers, librarians, and booksellers do not need to endorse every idea or presentation they make available. It would conflict with the public interest for them to establish their own political, moral, or aesthetic views as a standard for determining what should be published or circulated.

Publishers and librarians serve the educational process by helping to make available knowledge and ideas required for the growth of the mind and the increase of learning. They do not foster education by imposing as mentors the patterns of their own thought. The people should have the freedom to read and consider a broader range of ideas than those that may be held by any single librarian or publisher or government or church. It is wrong that what one can read should be confined to what another thinks proper.

3. It is contrary to the public interest for publishers or librarians to bar access to writings on the basis of the personal history or political affiliations of the author.

No art or literature can flourish if it is to be measured by the political views or private lives of its creators. No society of free people can flourish that draws up lists of writers to whom it will not listen, whatever they may have to say.

4. There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents, or to inhibit the efforts of writers to achieve artistic expression.

To some, much of modern expression is shocking. But is not much of life itself shocking? We cut off literature at the source if we prevent writers from dealing with the stuff of life. Parents and teachers have a responsibility to prepare the young to meet the diversity of experiences in life to which they will be exposed, as they have a responsibility to help them learn to think critically for themselves. These are affirmative responsibilities, not to be discharged simply by preventing them from reading works for which they are not yet prepared. In these matters values differ, and values cannot be legislated; nor can machinery be devised that will suit the demands of one group without limiting the freedom of others.

5. It is not in the public interest to force a reader to accept with any expression the prejudgment of a label characterizing it or its author as subversive or dangerous.

The ideal of labeling presupposes the existence of individuals or groups with wisdom to determine by authority what is good or bad for the citizen. It presupposes that individuals must be directed in making up their minds about the ideas they examine. But Americans do not need others to do their thinking for them.

6. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large.

It is inevitable in the give and take of the democratic process that the political, the moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society individuals are free to determine for themselves what they wish to read, and each group is free to determine what it will recommend to its freely associated members. But no group has the right to take the law into its own hands, and to impose its own concept of politics or morality upon other members of a democratic society. Freedom is no freedom if it is accorded only to the accepted and the inoffensive.

7. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, they can demonstrate that the answer to a “bad” book is a good one, the answer to a “bad” idea is a good one.

The freedom to read is of little consequence when the reader cannot obtain matter fit for that reader’s purpose. What is needed is not only the absence of restraint, but the positive provision of opportunity for the people to read the best that has been thought and said. Books are the major channel by which the intellectual inheritance is handed down, and the principal means of its testing and growth. The defense of the freedom to read requires of all publishers and librarians the utmost of their faculties, and deserves of all citizens the fullest of their support.

We state these propositions neither lightly nor as easy generalizations. We here stake out a lofty claim for the value of the written word. We do so because we believe that it is possessed of enormous variety and usefulness, worthy of cherishing and keeping free. We realize that the application of these propositions may mean the dissemination of ideas and manners of expression that are repugnant to many persons. We do not state these propositions in the comfortable belief that what people read is unimportant. We believe rather that what people read is deeply important; that ideas can be dangerous; but that the suppression of ideas is fatal to a democratic society. Freedom itself is a dangerous way of life, but it is ours.

This statement was originally issued in May of 1953 by the Westchester Conference of the American Library Association and the American Book Publishers Council, which in 1970 consolidated with at the American Education Publishers Institute to become the Association of American Publishers.

Adopted June 25, 1953; revised January 28, 1972, January 16, 1991, July 12, 2000 by the ALA Council and the AAP Freedom to Read Committee.

A joint statement by:

American Library Association
Association of American Publishers

Subsequently Endorsed by:

American Association of University Professors
American Booksellers Foundation for Free Expression
American Society of Journalists and Authors
American Society of Newspaper Editors
Anti-Defamation League of B’nai B’rith
Association of American University Presses
Center for Democracy & Technology
The Children’s Book Council
The Electronic Frontier Foundation
Feminists for Free Expression
Freedom to Read Foundation
International Reading Association
The Media Institute
National Coalition Against Censorship
National PTA
Parents, Families and Friends of Lesbians and Gays
PEN American Center
People for the American Way
Student Press Law Center
The Thomas Jefferson Center for the Protection of Free Expression

Request for Reconsideration of Library Resources

(This is where you identify who in your own structure has authorized use of this form -- Director, Board of Trustees, etc. -- and to whom to return the form.)

Name _____ Date _____

Address _____

City _____ State _____ Zip _____ Phone # _____

Do you represent yourself? _____ Your organization? _____

1. Resource on which you are commenting:

_____ Book _____ Textbook _____ Video _____ Display _____ Magazine _____ Library Program

_____ Audio Recording _____ Newspaper

_____ Electronic information / network (please specify):

_____ Other: _____

Title _____

Author/Producer: _____

2. What brought this resource to your attention?

3. Have you examined the entire resource?

4. What concerns you about the resource? (Use other side or additional pages if necessary.)

5. Are there resource(s) you suggest to provide additional information and/or other viewpoints on this topic?

Revised by the ALA Intellectual Freedom Committee, June 27, 1995.

Model Ordinance

AN ORDINANCE TO (ESTABLISH A PUBLIC LIBRARY AND) TO PROVIDE FOR THE APPOINTMENT, POWERS AND DUTIES OF A BOARD OF LIBRARY TRUSTEES.

Be it Enacted by the Council of the City of _____, Iowa:

SECTION 1. PURPOSE. The purpose of this ordinance is to provide for the (establishment of a free public library for the city and for the) creation and appointment of a city library board of trustees, and to specify that board's powers and duties.

SECTION 2. PUBLIC LIBRARY. There is hereby established a free public library for the city, to be known as the _____ Public Library.

SECTION 3. LIBRARY TRUSTEES. The board of trustees of the _____ Public Library, hereinafter referred to as the board, consists of _____ members. All (residents) board members are to be appointed by the mayor with the approval of the council. (The nonresident member shall be appointed by the mayor with the approval of the board of supervisors.)

SECTION 4. QUALIFICATIONS OF TRUSTEES. All of the members of the board shall be bona fide citizens and residents of the city (except the nonresident member), and all shall be over the age of eighteen (18).

SECTION 5. ORGANIZATION OF THE BOARD.

1. Terms of office. All appointments to the board shall be for six (6) years, except to fill vacancies. Each term shall commence on July 1st. Appointments shall be made every two (2) years of one-third the total number as near as possible, to stagger the terms. (The present incumbents are confirmed in their appointments and terms.)

2. Vacancies. The position of any trustee shall be vacant if he moves permanently from the city (or county in the case of a nonresident county member); or if he is absent from six (6) consecutive regular meetings of the board, except in the case of sickness or temporary absence from the city. Vacancies in the board shall be filled by appointment of the mayor, with approval of the council or the board of supervisors in the case of the nonresident member, and the new trustee shall fill out the unexpired term for which the appointment is made.

3. Compensation. Trustees shall receive no compensation for their services.

SECTION 6. POWERS AND DUTIES. The board shall have and exercise the following powers and duties:

1. To meet and elect from its members a president, a secretary, and such other officers as it deems necessary. The (city treasurer) shall serve as board treasurer, but shall not be a member of the board.

2. To have charge, control and supervision of the public library, its appurtenances, fixtures and rooms containing the same.
3. To direct and control all the affairs of the library.
4. To employ a librarian, and authorize the librarian to employ such assistants and employees as may be necessary for the proper management of the library, and fix their compensation; provided, however, that prior to such employment, the compensation of the librarian, assistants and employees shall have been fixed and approved by a majority of the members of the board voting in favor thereof.
5. To remove by a two-thirds vote of the board the librarian and provide procedures for the removal of assistants or employees for misdemeanor, incompetency or inattention to duty.
6. To authorize the librarian to select and make purchases of books, pamphlets, magazines, periodicals, papers, maps, journals, other library materials, furniture, fixtures, stationery and supplies for the library within budgetary limits set by the board.
7. To authorize the use of the library by nonresidents of the city and to fix charges therefor.
8. To make and adopt, amend, modify or repeal rules and regulations, not inconsistent with ordinances and the law, for the care, use, government and management of the library and the business of the board, fixing and enforcing penalties for violations.
9. To have exclusive control of the expenditure of all funds allocated for library purposes by the council, and of all moneys available by gift or otherwise for the erection of library buildings, and of all other moneys belonging to the library including fines and rentals collected, under the rules of the board.
10. To accept gifts of real property, personal property, or mixed property, and devises and bequests, including trust funds; to take the title to said property in the name of the library; to execute deeds and bills of sale for the conveyance of said property; and to expend the funds received by them from such gifts, for the improvement of the library.
11. To keep a record of its proceedings.
12. To enforce the performance of conditions on gifts, devises and bequests accepted by the city by action against the city council.
13. To have authority to make agreements with the local county historical associations, where such exist, and to set apart the necessary room and to care for such articles as may come into the possession of the association. The trustees are further authorized to purchase necessary receptacles and materials for the preservation and protection of such articles as are in their judgment of a historical and educational nature and pay for the same out of funds allocated for library purposes.

SECTION 7. POWER TO CONTRACT WITH OTHERS FOR THE USE OF THE LIBRARY.

1. Contracting. The board may contract with any other boards of trustees of free public libraries of any other city, school organization, institution of higher learning, township, or county, or with the trustees of any county library district for the use of the library by their respective residents.

2. Termination. Such a contract may be terminated at anytime by mutual consent of the contracting parties. It also may be terminated by a majority vote of the electors represented by either of the contracting parties. Such a termination proposition shall be submitted to the electors by the governing body of a contracting party on a written petition of not less than five (5) per cent in number of the electors who voted for governor in the territory of the party at the last general election. The petition must be presented to the governing body not less than forty (40) days before the election. The proposition may be submitted at any election provided by law that is held in the territory of the party who is seeking to terminate the contract.

SECTION 8. NONRESIDENT USE OF THE LIBRARY.

The board may authorize the use of the library by nonresidents in any one or more of the following ways:

1. By lending books or other materials of the library to nonresidents on the same terms and conditions as to residents of the city, or upon payment of a special nonresident library fee.

2. By establishing depositories of library books or other materials to be loaned to nonresidents.

3. By establishing bookmobiles or a traveling library so that books or other library materials may be loaned to nonresidents.

4. By establishing branch libraries for lending books or other library materials to nonresidents.

SECTION 9. LIBRARY ACCOUNT.

All money appropriated by the council from the general fund for the operation and maintenance of the library shall be set aside in an account for the library. Expenditures shall be paid for only on orders of the board, signed by its president and secretary. The warrant writing officer is the (city clerk, city finance officer, board secretary, librarian).

SECTION 10. ANNUAL REPORT.

The board shall make a report to the city council immediately after the close of the municipal fiscal year. This report shall contain statements of the condition of the library, the number of books added thereto, the number circulated, the amount of fines collected, and the amount of money expended in the maintenance of the library during the year, together with such further information required by the council.

SECTION 11. REPEALER.

All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

SECTION 12. SEVERABILITY CLAUSE.

If any section, provision or part of this ordinance shall be adjudged invalid or unconstitutional, such adjudication shall not affect the validity of the ordinance as a whole or any section, provision or part not adjudged invalid or unconstitutional.

SECTION 13. WHEN EFFECTIVE.

This ordinance shall be in effect after its final passage, approval and publication as provided by law.

Passed by the Council on the _____ day of _____ 20 __ ,
and approved this _____ day of _____ , 20__.

Mayor _____

Attest: _____
Clerk

Sample Bylaws

by Bonnie McKewon

I. NAME AND PURPOSE

- A. The Sunlight Public Library Board of Trustees, hereafter referred to as the Board.
- B. The Board will comply with the *Code of Iowa* in all questions of library law and governance and will further comply with the regulations set forth in the city's library ordinance. The Board's specific powers and duties are set forth in the library ordinance.

II. BOARD MEETINGS:

- A. The Board shall meet on the last Wednesday of every month (excluding December) at 1:30 PM in the Sunlight Public Library's conference room.
- B. A quorum shall consist of 4 members (from its total membership of 7 trustees)
- C. The Board shall comply with Iowa's Open Meetings law by printing and publicly posting a copy of its agenda 24 hours prior to the meeting.
- D. The Board shall record its proceedings as minutes and shall keep copies of the minutes available for public inspection.
- E. The Director of the Sunlight Public Library shall be present and participating at each meeting of the Board.
- F. The Board will conduct its meetings according to parliamentary procedure as detailed in the latest edition of Robert's Rules of Order.

III. OFFICERS AND COMMITTEES

- A. Officers shall be the Board president, vice president, and secretary and shall be elected at the annual meeting in July.
- B. The president shall preside at all meetings, appoint all committees, and generally perform all duties associated with the office. In the absence of the president, the vice president shall assume the president's duties. The secretary shall record all proceedings of the Board.
- C. Committees shall consist of the following:
 - Personnel Committee
 - Budget & Finance Committee
 - Public Relations CommitteeThe president as needed shall appoint ad hoc committees.
- D. Each committee shall act in an advisory capacity and shall report its recommendations to the full Board.

IV. MAJOR FUNCTIONS

- ' Hire and evaluate the library director.
- ' Set salaries and benefits for the library's personnel.
- ' Participate in the budget process and secure adequate financial support for the library's operations and services.
- ' Set policies for the library's operations and services.
- ' Engage in planning for the library's future.
- ' Ensure library director and staff participation in training and continuing education.
- ' Participate in Board training and educational opportunities.
- ' Ensure the library's involvement in State Library and Library Service Area initiatives.

V. AMENDMENTS

These bylaws may be amended at any meeting of the Board with a quorum present, by a unanimous vote of the members present.

DATE REVISED _____

**Anytown Public Library
Board Meeting
March 20, 2003, 5:00 p.m.
Library Meeting Room**

Sample Agenda

(Please note - these are sample agenda items. When preparing an actual agenda, provide enough detail under each item so that members of the public would clearly understand what the board was going to discuss.)

Call to Order

Agenda Approval

Minutes Approval

Bill Approval

Public Comment

Correspondence

Reports: Board Committees / Staff / Others

Unfinished Business

New Business

Agenda Items for Next Meeting

Upcoming Meetings

Adjourn

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